EFFECT OF CAPABILITIES RESOURCES TO CROSS FUNCTIONALS COORDINATION IN THE MICRO FOOTWEAR INDUSTRY IN WEST JAVA

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ABSTRACT

This study aims to identify and analyze the capabilities of resources and cross-functional integration of micro-enterprises Footwear industry in West Java as well as to determine the effect of resource capability to cross-functional integration of micro-enterprises Footwear industry in West Java. This research is descriptive and verification is carried out through field data collection, the research method used is descriptive survey method and verification method that aims to determine the degree of correlation of different variables in the population and determine how large the contribution of independent variables on the dependent variable and the magnitude of the direction of the relationship. This study is a descriptive-verification. The results showed Capability Resources and cross-functional integration in the category good enough. Capability Resources consisting of raw material supply leather, synthetic raw materials, finance, human resources, knowledge management, and information and technology affect the mix of Cross Functional Micro Footwear Industry In West Java. Resource Capability aspects that influence the mix of Cross Functional Micro Footwear Industry In West Java is the supply of raw materials leather, financial supply, and supply of human resources, while aspects of synthetic raw materials, knowledge management, and information and technology had no significant effect.

Keywords: Resource Capability, Cross Functional combination, SME, Footwear

INTRODUCTION

Business sector, micro, small and medium enterprises (SMEs) are an integral part of the national economy have accrued, and the potential for important and strategic role in realizing a strong national economic development. In addition, the business sector has been shown to play an important role in overcoming the effects and impact of the economic crisis that hit Indonesia in 1998, many large enterprises that fell and broke, because they are not able to survive in these conditions.

The number of SMEs in Indonesia is increasing, but the number of SMEs is found to be proportional to the level of competitiveness of SMEs, both locally and internationally. If you notice, most of the SMEs in Indonesia only make the process of production, trade, and the economically, thus making the competitiveness of SMEs in Indonesia can not compete with big companies.

Based on research Hussein (2009), was about 70% of SMEs in Indonesia start SME because of the economic pressure is not because they have a unique product or skills in a particular field. Micro, small and medium enterprises is an important subject in the Indonesian government policy analysis, which is based on several reasons (Hill, 2007). First, SMEs in any country plays a very important role in economic development. They typically employ 60% or more in industrial employment and generate up to half of the output. SMEs are an important component in the broader process of industrialization. Secondly, SMEs are a means to promote indigenous businesses and therefore as a tool of ethnic redistribution of assets. More generally, there is a separation between the standard economist approach to policy interventions, which emphasizes market-oriented solutions as a key rapid economic development. Third, it can not be assumed that the same types of policies issued to big industry will apply to SMEs.

Thee (2008: 109) argues that the development of small industries is the way that assessed major role in the development of the manufacturing industry. Development of small-scale industries will help overcome the problem of unemployment given the technology used is labor intensive technology, so that it can increase employment and business opportunities, which in turn encourages the development of the area.

According Kuncoro (2007) there are four characteristics that are shared by most SMEs in Indonesia. First, the absence of a clear division of tasks between the fields of administration and operations. Most small industries is managed by an individual who is also the owner and manager of the company that utilizes the labor of family and close relatives. Second, lack of access to formal credit institutions so that they tend to rely business financing from its own capital or other sources such as family, relatives, traders, brokers, and even loan sharks. Third, most of these efforts have not have legal status. Fourth, almost one-third of SMEs engaged in the business group food, beverages, and tobacco (ISIC31), nonmetallic mineral products (ISIC36), textiles (ISIC32), and wood, bamboo, rattan, grass, and the like including household furniture (ISIC33).

More specifically, there are some fundamental problems faced by small businesses (Kuncoro, 2007: 368). First, weakness in gaining market opportunities and increase market share. Second, the weakness in the capital structure and limitations to obtain

the path to the capital resources.Third, the weakness in the field of organizational and human resource management.Fourth, network limitations business cooperation between small businesses.Fifth, the unfavorable business climate as adversarial competition. Sixth, coaching has been done is still lacking an integrated and lack of trust and community care for small businesses. These issues of course directly related to the capacity of the resources of SMEs in general in Indonesia which still can be said is still relatively low, strategy and business performance SME sector.

According to the Central Bureau of Statistics and Ministry of Cooperatives and Small and Medium nationally the number of SMEs reached 42.39 million units, or 99.9% of total business units. Potential energy absorption is also very high, which is able to absorb 79.04 million or 99.4% of the labor of the total workforce. SMEs also contribute greatly to the formation of the Gross Domestic Product (GDP), which is 56.72%.

Footwear industry in West Java are mostly done by SMEs, which in the footwear business revolves around 844 business units, while the footwear industry medium businesses up less than 5% of the existing SMEs according to information from the Ministry of Industry and Trade West Java Province.
Based on official data released by the Central Bureau of Statistics of West Java, the industry growth leather, leather goods and footwear West Java for the second quarter of 2014 grew by 12.48% to q-to-q, whereas 3,23 % for the y-to-y.

Various problems that arise in the footwear industry faced by operators hardly much different from the problems of SMEs in general. Looks Like; difficulty of working capital, low production technology, the difficulty in obtaining raw materials, raw material prices are always fluctuating, raw materials are often not standardized, low skills, difficulty in securing employment, lack of knowledge and managerial capabilities, operations, marketing, and financial aspects. All the problems earlier, if elaborated in more detail in the modern management science they are related to aspects of resource capabilities, cross-functional alignment gaps in the formulation of business strategy implications on the business performance of SMEs footwear in West Java.

From the results of research conducted on pre 190 respondents footwear industry entrepreneurs western Java, which includes 133 respondents in Bandung, while the remaining 57 respondents outside Bandung. All respondents footwear industry has the characteristics of micro, which is indicated by the value of the average business property owned by small entrepreneurs in the amount of 54% with a value of less than 50 million dollars, and the balance of 46% to the value of assets under 100 million, while the value of average turnover in one year only about 200 million dollars below. Raw material supply can only meet the needs of the raw material of 59.5% of the needs ideally. The government's role is very small at around 53% in terms of providing protection against price stability of raw materials. Financial supply constraints related to capital footwear micro entrepreneurs in West Java only get supplies 62% of the needs ideally.

The small capital assistance from the government, and the difficulty of getting capital from banks this matter considering the legality of the company micro footwear industry strongly supports, poor financial management, management of the business is still traditional, and collateral guarantees that are often the focus of banks is not owned, the shortcuts taken despite the cost (cost) which is very expensive is to make transactions bonded to their products, or sell the value of sales invoices that have not matured to the percentage of high interest. Human Resources (HR) is also still far from ideal conditions which can only meet about 59% of the average needs. Knowledge, especially knowledge management in micro footwear in West Java, only about 69% of the ideal score should be.

Footwear micro-entrepreneurs in the context of cross-functional integration is to date footwear micro-entrepreneurs do not have the organizational structure and standard work units, in addition to the functions of activity still occurs concurrent positions as they work based on market demands for efficient production costs. Product development with enough score but still less than ideal is said that approximately 70% of the score ideally. The low percentage of the role of the dimensions of the product development programs result in low quality and product design footwear micro-entrepreneurs, West Java.

PROBLEM FORMULATION
Based on the above background, the formulation of the problem in this study are as follows:
1. What resource capabilities and integration across functions Footwear microenterprise industry in West Java.
2. How does the resource capabilities of the cross-functional integration of micro-enterprises Footwear industry in West Java.

OBJECTIVES AND BENEFITS
The purpose of this research is
1. To identify and analyze the capabilities of resources and cross-functional integration of micro-enterprises Footwear industry in West Java.
2. To determine the influence of resource capabilities of the cross-functional integration of micro-enterprises Footwear industry in West Java.

While the benefits of this research are:
1. The results of this study can be used as a reference in the same study, so the results of these studies will be more perfect.
2. Can be used as additional knowledge that with the direct aim at the industry concerned, so as to apply teoriyang obtained and to investigate to what extent the relationship between the accepted theory with practice.

3. Provide additional information and insight as well as provide input for the management of SMEs footwear to make decisions and determine future steps in the order of business, as well as consideration for the stakeholders or decision-makers to determine the direction of micro-enterprises.

LITERATURE REVIEW
Capability Resources
According to Barney and William, (2012; 84), enterprise resource (resource-based view) is a model of the performance of a company that focuses on resources (resources) and capability (capabilities) that are controlled by the company as a source of competitive advantage (competitive advantage). Meanwhile, according to Pearce II and Robinson (2013; 163) says, that the resource-based view is a method of analyzing and identifying the strategic advantage of a company based on a review of different combinations of assets, skills, abilities, and existed as an organization.

In building a competitive advantage (competitive advantage) through the development and deployment of resources and capabilities into the main goal to build a more accurate business strategy.(Grant: 2010; 124). According to Collins and Montgomery (2005; 13), resources (resources) is a unified source of the capabilities of the companies which are vital from a strategy, because all it is crucial not what the company wants to do, but what can be done by the company the.

According to Grant (2010: 127), resources (resources) companies can be identified into three (3) types of primary resources; that is tangible, intengible, and human resources. According to Collins and Montgomery (2005; 30), the resources can be classified into three broad categories, namely tangible assets, intangible assets, and organizational assets. Barney and William (2012; 84) states that the resources and capabilities can be classified into four categories: Financial resources, Physical resources, Individual resources, (means human resources), and Organizasiotional resources.

Based on the comparative dimension in the classification of the resources in a company above, and based on the results of the survey and a review of the condition of the micro enterprise footwear West Java, it seems review of the condition of micro enterprise footwear West Java will be better suited to look at the company's resources from the corner; tangible assets in which will include financial resources and physical condition of the company, from the point of intangible assets, as well as from the point in which the assets of the organization will include periodic review of the human resources organizations and individuals.

In the capability of the company to discuss, it will be very helpful to do a comprehensive discussion in advance by looking at the various capabilities of the organization (organizational capabilities). To identify the capabilities of the company, we need to have some basis for classifying and detailing its activities.

Capability is a subset of the resources of the company and is defined as tangible and intangible assets that allow companies to take full advantage of other sources are controlled. (Barney & William 2012: 84).

Integration of Cross Functional
The focus of an organization is how the implementation stage to explore various business functions work under the command and conductor of top management to ensure that the implemented system supports cross-functional business processes to create competitive advantage (competitive advantage). (Sanjay, Lee, Kim Dec 2005: 371-387).

Me Cormack and Johnson (2001: 2) cross-functional coordination is a management process that includes aspects of outcome quality, time, cost, accuracy of information generated, the breadth of the other functions that receive information and share information together and diversity of the resulting decision to delivering a superior value to customers. The integration is the process by which exchanges and interactions that occur in a position between the function, so the completeness, accessibility and compatibility between function is maximized (Krajewski and Ritzman, 2004;. Pinto et al, 1993).

According to Porter (2008; 398), the idea that combines a number of different but related businesses can create value (value) through synergies widely accepted and used as justification for a broad diversification efforts. These developments have created a horizontal strategy, which cut off all boundary divisions and units of work, being perhaps the most important thing on the agenda diversified company strategy.

Resource-based view emphasizes the integration between functional areas as a resource to maintain a competitive advantage - competitive advantage, (Barney, 1991; Prahalad and Hamel, 1990). In a very important functional areas is to maintain a competitive advantage, knowledge and experience of management is considered as the most important resource that can not be easily copied by competitors (Aaker, 1995; Barney, 1991; Penrose, 1959).

Amelia research results, Muthusamy (2008) showed that the ability of coordination between functional areas; Coordinating Operations, and Engineering, Coordinating Operations, and Marketing and Operations Coordinating, and Purchasing within the company is a significant three-dimensional coordination skills within the company. In addition, the results also showed that there is a positive relationship between the coordinating ability of the company and Pruduct Quality Improvement (PQI) and they confirmed a positive relationship between the PQI and financial performance.

Framework
In the footwear industry, there are about 21 items of material that will form a pair of footwear, but it is also necessary resources and capabilities are integrated to form a product that has a competitive advantage. Competitive advantage (competitive advantage) can not be understood simply by looking at the company as a whole of the organization. Competitive advantage is

formed of many different activities of each business unit that carried out by the company in the design, manufacture, market, deliver, and support production (Porter, 2008; 51). Each business unit activities can support the creation of the position of the relative costs and create the basis for differentiation.

Resource capabilities is a strategic activity to prepare prerequisite production, to be able to produce high-value products. This can be seen from the raw material, financial aspects, knowledge and skills resources, and information and technology support. Analysis of the resources and capabilities provide a powerful tool for decision makers to assess the company's competitive assets and determine what the basic needs of the company to be successful in the market. There are two steps to perform this analysis (1) identification of the resources and capabilities of the company thus managers have a better idea in making the company's competitive strategy. (2) The next step is checking the company's resources and capabilities further to ascertain which of all the most valuable competitive and determine whether the best that can help companies achieve sustainable competitive advantage of the company's competitors.

In the resource capabilities and integration across functions, will automatically integrate a variety of backgrounds, knowledge, and expertise of employees in the structure of the working team. As a result, using a team consisting of members with different abilities and backgrounds have become a growing practice in modern organizations. Diversity in the team, however, give rise to opportunities and threats. If managed well, the team heterogeneity can create significant operational synergies, while the diversity of the team mismanagement can be a major barrier to function optimally for intragroup conflict, miscommunication, and lack of trust. Many researchers agree that the effective implementation of cross-functional teams (cross functional coordination) is essential for the successful development of new products (Mat, Males, 2009; 72-90).

Coordination across - an important function in any organization because the organization has a goal that all activities can be integrated perfectly working, how each activity is able to implement the vision and mission of the organization, every resource to make a commitment together, share information, and work together for the purpose company higher at superior value. Therefore, the process of coordination between functional units may require significant effort in the implementation, because there is a bit of a failure in the organization to achieve its objectives because of the difficulty of the application of cross-functional coordination problems (Gosain, Sanjay, Lee, Zoonky, Leem, Dec 2005; 371- 387). Research paradigm can be seen in the image below:
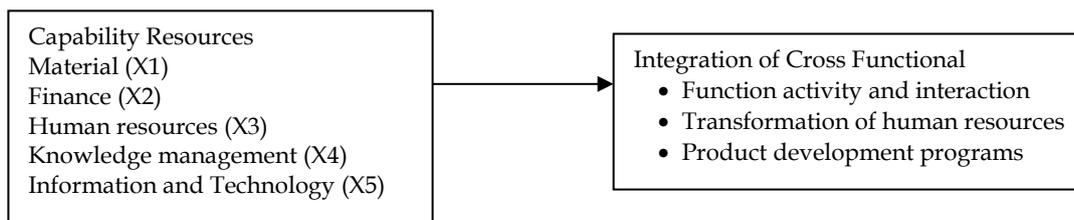

Figure 1. Paradigm Research

Hypothesis
From the description above, there is a hypothesis to be tested, namely the influence of resource capabilities of the cross-functional integration of micro-enterprises Footwear industry in West Java.

METHODS
Views of nature, this research is descriptive and verification is carried out through field data collection, the research method used is descriptive survey method and verification method that aims to determine the degree of correlation of different variables in the population and determine how large the contribution of independent variables the dependent variable and the magnitude of the direction of the relationship. This study is a descriptive-verification.

Descriptive research is research whose primary purpose is to describe something and usually characteristic or function. Another feature of descriptive research is not to make comparisons or connect with other variables, Sugiyono (2006: 11). Type of investigation conducted is causality due explain an effect of one variable to another variable. This study uses a quantitative approach using cross-sectional design.

Operationalization of Research Variables
Variable research is an attribute or the nature or value of people, objects, or activities that have a certain variation defined by the researchers to be learned and conclusions drawn (Sugiyono, 2006). Operational definitions for each variable is as follows:

In this study, there are two variables that provide a clear understanding of their topic. These variables are:
1. Variable-free (independent) is a variable that affects or is the cause of the change or the onset of the study terikat.Dalam variable in question is a free variable Capability Resources Footwear microenterprise industry in West Java.
2. The dependent variable (dependent) is a variable that is affected or which become due because of the independent variable, in this case the dependent variable is the Cross Functional Integration of micro-enterprises Footwear industry in West Java.

Data Source

1. Primary data derived from the original source and compiled specifically to answer the research question (Cooper, 1997: 256). Primary data were collected through a questionnaire containing questions with the intention of digging and systematic empirical information about the dimensions of the study variables. Questionnaires were distributed to actors footwear micro entrepreneurs in West Java were used as research respondents, to determine the level of Capability Resources and Cross Functional Integration.

2. Secondary data are data supporting research. Studies conducted by others for their own goals are secondary data sources (Cooper: 1997: 256). Secondary data were obtained from the literature study. Literature study was conducted to find and learn everything that could be used as a reference that can support and complement the research material. It could be a reference book, textbook, papers, journals and articles relating to Capability Resources and Cross Functional Integration.

How To Determine Data

The population is a whole number that includes all members of the study. In collecting data and analyzing the data, determine the population is an important step. According Istijanto (2005: 114), "Criteria for the population in the study is not based on the willingness of people to answer but also see whether the person is the target population in the study. Therefore, in researching we should set out clearly to whom we will ask. "While the sample is defined as a part drawn by population. As a result, the sample is always a smaller portion of the population, Istijanto (2005: 109).

The population in this study were the perpetrators of footwear micro entrepreneurs in West Java. Given the purpose of research is to address why the perpetrators of micro entrepreneurs are not appropriate footwear in fulfilling orders in accordance with the schedule agreed upon with the customer, the percentage of the customer order fulfillment is still not optimal, quality of products / services produced by micro-entrepreneurs actors footwear still far from the expectations of customers (inferior value), due to the size of the nonstandard, finishing a bad product, raw materials expired, easily damaged (broken), a model that is not up to date, the products / services that do not excel in competition (competitive disadvantage), the percentage of failed product during the process of quality control and by the time the product up in the hands of customers. Then conducted a study of Capability Resources and Cross Functional Coordination committed by micro entrepreneurs footwear, so the population is taken actors footwear micro-entrepreneurs who are mostly in West Java. To obtain the total sample of 200 respondents who can represent the population, conducted stratified random sampling is taking members of the sample of the population with regard strata based on specified criteria. Sampling from each stratum is done proportionally, ie impartial sampling for each stratum.

Data Processing Techniques

Processing of the data in this study is validity, reliability, and path analysis. Validity test is to test the extent to which the item questionnaire valid or not. Reliability is a term used to indicate the extent to which a relatively consistent measurement results when measuring the same phenomenon is repeated twice or more. In other words, reliability is an index that indicates the extent to which a measure is reliable or unreliable (Singarimbun, 2006; 140). Analiss lines used to test the effect of resource capabilities of the cross-functional integration of micro-enterprises Footwear industry in West Java.

RESULTS DISCUSSION

Validity and Reliability Test

Question the validity of the test item Resource Capability variables and Cross Functional Integration of micro-enterprises Footwear industry in West Java is valid. This is due to the value of r count is greater than 0.3. Reliability test showed the value of a variable alpha cornbach Capability Resources and Cross Functional Integration of micro-enterprises Footwear industry in West Java, each for 0880 and 0752. Cornbach alpha value is greater than 0.7 so that it can be said questionnaire Capability Resources and Cross Functional Integration of micro-enterprises Footwear industry in West Java is reliable.

Capability Resources

Total score of Capability Resources assessed through Materials, Finance, Human Resources, Knowledge Management, and Information and Technology for 26 371 are included in the category quite well. This is due to the lack of government's role in creating the availability of raw materials leather and maintain stability in the market price of the skin caused by the availability of raw materials is influenced by the big stores. When viewed in terms of finance, funds available in each artisan footwear, not enough to make footwear production activities caused by the unavailability of capital loans for craftsmen footwear. Of the human factor, SMEs trouble getting power footwear production operations (such as carpenters face, cobbler, etc.). This is also compounded by the scarcity of training in the field of experts in the field of footwear are implemented by government and educational institutions. In knowledge management, not maximal role of government, private and educational institutions to provide training for SMEs footwear such as management and technical training so that the application of management in an organization is difficult to be implemented.

Integration of Cross Functional

Cross Functional Integration total score were assessed via a function of activity and interaction, and human resources, and product development programs for 9806 are included in the category quite well. This is due to the function of each unit of work activities are not in accordance with its function as the difficulty of obtaining employment so that the functions work activities held by one person. Regeneration experts footwear, not going well so fewer and fewer in number. SMEs footwear West Java programs do not have a working unit of product development and the government has yet to maximize the function of special institutions to assist research and development programs of footwear products for SMEs.

Hypothesis Test Descriptive

To test the capabilities of the human resources to test one way to find out whether good or not. With criteria if tcount> ttable then Ho is rejected, and if t count <t table then Ho is accepted. Because -22 552 <1,653 then Ho is accepted so that it can be concluded that the human resource capabilities Footwear micro enterprises in West Java is not good. To test the cross-functional integration test whether either one-way or not. Because -13.266 <1.653 then Ho is accepted.

Influence Resource Capability Against Cross Functional Integration of Micro Footwear Industry In West Java

Testing the effect of resource capabilities of the cross-functional integration of micro-enterprises Footwear industry in West Java is done by testing hypotheses and subhipotesis. To reveal the effect of a variable or set of variables for other variables, can be used Path Analysis (Path Analysis) which has been developed Sewall Wright. In this pathway analysis the influence of a variable to another variable, either directly or indirectly, can be known. Before taking a decision regarding the influence of a variable to another variable, the first hypothesis testing, testing both in whole or individually.

The steps taken is to calculate the correlation between variables, thus obtained as the table below.

Table 1 Matrix of Correlation Between Variables

	BBK	*BBS*	*PK*	*PSDM*	*PIM*	*PIT*
BBK	1					
BBS	0.671179	1				
PK	0.310622	0.292074	1			
PSDM	0.523348	0.628719	0.352606	1		
PIM	0.413686	0.492546	0.219902	0.580632	1	
PIT	0.192807	0.281167	0.054032	0.249978	0.506775	1

Source: Data that has been processed

Based on Table 1 above is a correlation matrix between variables that indicate the magnitude of the relationship among variables independen.Proporsi for path diagram are two independent variables (X) having the relationship between variables. From the results of multiple regression testing can be seen in the table below:

Table 2. Multiple Regression Test Phase 1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.941	3.368		3.545	.000
	BBK	.349	.124	.191	2.805	.006
	BBS	.083	.135	.046	.617	.538
	PK	.243	.076	.169	3.177	.002
	PSDM	.619	.098	.449	6.320	.000
	PIM	.244	.159	.106	1.534	.127
	PIT	-.087	.131	-.038	-.660	.510

a. Dependent Variable: KLF

Source: Data that has been processed

From the table above it can be seen sig. BBS variable is greater than 0.05 so do trimming data. The results of data processing can be seen in the table below:

Tabel3.UjiRegresiBergandaTahap2

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.970	3.362		3.560	.000
	BBK	.387	.108	.211	3.586	.000
	PK	.244	.076	.170	3.198	.002
	PSDM	.640	.092	.464	6.958	.000
	PIM	.252	.158	.109	1.594	.113
	PIT	-.079	.130	-.035	-.605	.546

a. Dependent Variable: KLF

Source: Data that has been processed

From the table above it can be seen sig. PIT variable is greater than 0.05 so do trimming data. The results of data processing can be seen in the table below:

Table 4 Regression Test Phase 3

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.963	2.917		3.758	.000
	BBK	.386	.108	.211	3.586	.000
	PK	.246	.076	.172	3.241	.001
	PSDM	.642	.092	.466	7.006	.000
	PIM	.209	.141	.090	1.484	.140

a. Dependent Variable: KLF

Source: Data that has been processed

From the table above it can be seen sig. PIM variable is greater than 0.05 so do trimming data. The results of data processing can be seen in the table below:

Table 5 Regression Test Final

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.712	2.260		6.067	.000
	BBK	.412	.107	.225	3.855	.000
	PK	.246	.076	.171	3.223	.001
	PSDM	.705	.082	.511	8.631	.000

a. Dependent Variable: KLF

Source: Data that has been processed

From the table above it can be seen throughout the sig. Variable less than 0.05 so that the equation pathway discovered is as follows:

$$Y = p_{yx1} X_1 + p_{yx2} X_2 + p_{yx3} X_3 + p_{ye}\varepsilon$$
$$Y = 0,225 X_1 + 0,171 X_2 + 0,511 X_3 + 0,453\varepsilon$$

Based on the diagram above equation shows that the path:
- The direct effect of variable resources Leather Raw Materials (BBK) to variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is equal to 0.2248. This could be interpreted that the direct effect Leather Raw Materials (X1) to variable rpaduan Cross Functional Micro Footwear Industry In West Java (Y) amounted to 5.05%.
- The direct effect of variables financial resources (PK) of a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is equal to 0.1712. This could be interpreted that the direct effect Financial resources (PK) of a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) was 2.93%.

- The direct effect of variables of human resources (HR) to a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is equal to 0.5113. This could be interpreted that the direct effect of human resources (HR) to a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) of 26.15%.
- The direct effect residue to variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is equal to 0.453. This could be interpreted that the direct effect of residue to variable mix of Cross Functional Micro Footwear Industry In West Java (Y) of 45.3%.

Given the direct influence of variable resources Leather Raw Materials (BBK) to variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is equal to 5.05%. Values are expressed the influence of resources Leather Raw Materials (BBK) to variable mix of Cross Functional Footwear Industry Micro In West Java (Y) without involving other variables.

While the indirect effect due to an association with other variables can be seen in the table above. In total influence resource Leather Raw Materials (BBK) to variable mix of Cross Functional Micro Footwear Industry In West Java (Y) of 12.27% with a positive direction, which means the better resources Leather Raw Materials (BBK), the more good mix of Cross Functional Micro Footwear Industry In West Java (Y). The influence of 12.27% is low meaning that resources Leather Raw Materials (BBK) has a low impact on the variable mix of Cross Functional Micro Footwear Industry In West Java (Y).

The direct effect given resource variable Finance (PK) of a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is 2.93%. The value of the magnitude of the effect of resource states of Finance (PK) of a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) without involving other variables.

While the indirect effect due to an association with other variables can be seen in the table above. In total influence Financial resources (PK) of a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) of 7.21% with a positive direction, which means that the better the financial resources (PK), the better mix of Cross Functional Micro Footwear industry In West Java (Y). The effect of 7.21% is low means the Financial Supply (PK) has a low impact on the variable mix of Cross Functional Micro Footwear Industry In West Java (Y).

The direct effect given variable Human Resources (HR) to a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) is equal to 26.15%. Values are expressed the influence Supply Human Resources (HR) to a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) without involving other variables.

While the indirect effect due to an association with other variables can be seen in the table above. In total influence Supply of Human Resources (HR) to a variable mix of Cross Functional Micro Footwear Industry In West Java (Y) of 35.25% with a positive direction, which means getting a good supply of Human Resources (HR), the better the blend cross Functional Micro Footwear Industry In West Java (Y). The influence of 35.25% is low means that the resources Supply of Human Resources (HR) has a low impact on the variable mix of Cross Functional Micro Footwear Industry In West Java (Y).

Hypothesis Testing Verification
Testing Simultaneously
To determine whether the Capability Resources consisting of raw material supply leather, synthetic raw materials, finance, human resources, knowledge management, and information and technology to blend affect the Cross Functional Micro Footwear Industry In West Java, where the statistical hypothesis can be expressed in the following forms:
Ho : Pyx1=Pyx2= 0
> Capability Resources consisting of raw material supply leather, synthetic raw materials, finance, human resources, knowledge management, and information and technology to blend does not affect the Cross Functional Micro Footwear Industry In West Java

H1 : Pyxi ≠0
> Capability Resources consisting of raw material supply leather, synthetic raw materials, finance, human resources, knowledge management, and information and technology to blend affect the Cross Functional Micro Footwear Industry In West Java.

Hypothesis testing is done through the test statistic F, with provisions accept Ho if F count <F table, reject Ho if F count> Ftabel.atau Sig. Level <0.05. From calculations using SPSS software obtained the following results:

Table 6 Tests Simultaneously
ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7719.324	6	1286.554	38.351	.000[a]
	Residual	6206.156	185	33.547		
	Total	13925.479	191			

a. Predictors: (Constant), PIT, PK, BBK, PSDM, PIM, BBS

b. Dependent Variable: KLF

Source: calculation results through SPSS

Based on the results of these calculations, it turns out Fhitung of 38.351 with Sig Level 0.000 less than 0.05, so that the hypothesis H0 is accepted or rejected. This means Capability Resources consisting of raw material supply leather, synthetic raw materials, finance, human resources, knowledge management, and information and technology to blend affect the Cross Functional Micro Footwear Industry In West Java. Means testing of individuals with the hypothesis can continue to do that:

Partial testing is done when testing simultaneously reject the null hypothesis means that at least one path coefficients are not equal to zero. This test is used to determine or test the effect of each independent variable individually whether significant or not. Because the overall test produces a significant test, then further analysis is done by testing the individual (partial test).

$H_o = Pyxi = 0$

$H_1 = Pyxi \neq 0$

Statisticsforeachhypothesis test

$$t_{0i} = \frac{p_{YXi}}{\sqrt{\frac{\left(1 - R_Y{}^2{}_{X_1X_2}\right)Cr_{ii}}{n-k-1}}}$$

Reject H_o if $t_{oi} > t_{1-\alpha\ (n-k-1)}$

With the results of calculations can be seen through the existing table below:

Table 7 Testing the hypothesis X1 and X2 on Y

Path coefficient	Sig. Level	Compare 0,05	Conclusion
Pyx1	0,006	≤ 0,05	**Ho is rejected** Supply of raw materials to blend the skin effect on the Cross Functional Micro Footwear Industry In West Java
Pyx2	0,538	≤ 0,05	**Ho accepted** Synthetic leather raw material supply to the blend does not affect the Cross Functional Micro Footwear Industry In West Java
Pyx3	0,002	≤ 0,05	**Ho is rejected** Affect the financial supply to blend Cross Functional Micro Footwear Industry In West Java
Pyx4	0,000	≤ 0,05	**Ho is rejected** Supply of human resources to influence the mix of Cross Functional Micro Footwear Industry In West Java
Pyx5	0,127	≤ 0,05	**Ho accepted** Science does not affect the management of the blend Cross Functional Micro Footwear Industry In West Java
Pyx6	0,510	≤ 0,05	**Ho accepted** Information and technology to blend does not affect the Cross Functional Micro Footwear Industry In West Java

Source: calculation results

Based on the results of the calculation of the value of the variable path coefficients (X1), (X2), (X3), (X4), (X5), and (X6) to (Y), which is obtained by using the program as releasse SPSS 16 for windows, thus corresponding with the rules of the decision, that the raw material for leather, financial supply, and supply of human resources has sig.level<0.05 area H0 is rejected, the hypothesis is accepted means significant path coefficient, whereas for synthetic raw materials, knowledge management, and information and technology has sig.level> 0.05 area Ho accepted. In concept can be explained that aspect of Capability Resources affecting blend of Cross Functional Micro Footwear Industry In West Java is the supply of raw materials leather, financial supply, and supply of human resources.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the above discussion, it can be concluded as follows:

1. Descriptive variables Resource Capability consisting of raw material supply leather, synthetic raw materials, finance, human resources, knowledge management, and information and technology to blend affect the Cross Functional Micro Footwear Industry In West Java, as follows:
   a. Capability Resources are assessed through the material, financial, human resources, management science, and information and technology included in the category quite well.
   b. Cross Functional coherence function assessed through activity and interaction, and human resources, and product development programs are included in the category quite well.
2. Capability Resources consisting of raw material supply leather, synthetic raw materials, finance, human resou rces, knowledge management, and information and technology affect the mix of Cross Functional Micro Footwear Industry In West Java. Resource Capability aspects that influence the mix of Cross Functional Micro Footwear Industry In West Java is the supply of raw materials leather, financial supply, and supply of human resources, while aspects of synthetic raw materials, knowledge management, and information and technology had no significant effect.

Suggestion

Based on the above conclusions, some suggestions can be expressed as follows:
1. Increase the role of government in creating the availability of raw materials leather and leather price stability in the market.
2. Cooperation with the government and financial institutions in providing capital for SMEs with relatively no interest burden.
3. Increase the frequency of the training program experts in the field of footwear that is implemented by the government, private and educational institutions.
4. Cooperation with the government and private sectors in the implementation of the work unit product development to help design, packaging, strategy pemsaran, and the application of footwear technology SMEs.

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