

IMPACT THE MANAGEMENT IMPLEMENTATION LEVELS ON SME. PERFORMANCE

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ABSTRACT-SME.have required management coordinate, align resources and actions with mission. The study examines performance impact from management adopted planning to achieved and enhance changes in business environment.SME. defined economic development on microeconomic stability, dependable on planning and implementation.The research measured the implementation had well perform in SME. by the methods of in-depth interview to mid and top-levels management recommend accordingly. This study found that the different types of management and implementation in SMEs., some of business do not well in management and implementation even researcher face the limitation strictly for this collection. Managing business operates as standards in all clients, customers, suppliers, environment and the communities to processes able to take into action. SMEs. in business prove that an efficient, effective implementation can increased revenues also develop performance of organization.

Key Word:SMEs., Management, Implementation, Performance.

I. INTRODUCTION

Levels of implementation enables to evolve circumstances changes a planning is a steps process with objectives and future based on current trends and influence.

Myanmar SMEs. need to more knowledge about the important of implementation plan which is used well coordinate, align resources and actions with mission throughout an organization. To be achieved in the business environment increase their own market share to the competitors, all areas of the organization to the steps of the process. While the actual implementing the plan tailored to the available resources, all should be developed the activities to serve as plan implementation and its background to all for review and input for an efficient and increase profitability and SMEs performance. Adopt implementation plan perform well and achieved goals on track to enhance the business ability to changes in the environment.

II. RESEARCH METHODS

The purpose of this paper is to investigate the level of implementation-performance relationship in a multi-industry of small and median size and firms operating in Myanmar. Research measured effectively implementation to SME's performance in Myanmar by the methods of in-depth interview to mid and top-levels

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management's recommend and reviews accordingly. The impact of firm size and industry on performance along with the levels of implementation are also investigated.

Research Model



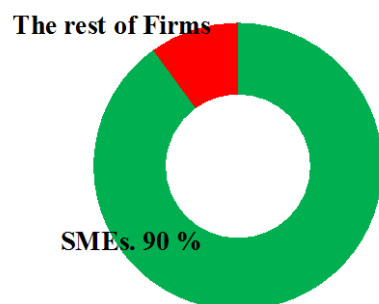
III. LITERATURE REVIEW

3.1 SMEs in Myanmar

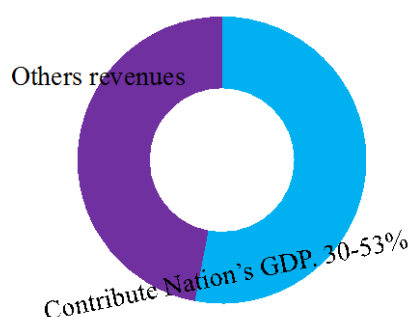
At the present days, most of the SMEs had tried to understand the implement value of core management function to transform into a system, decision-making and enables the implementation to evolve changes innovative implement the growth impact on the firm's performance. SMEs development requires the existence of institutions and support. Myanmar's economic situations have been change in 2012 and start growing to develop last few years.

SMEs play a crucial role in the economic performance of developing countries alike 90 % above of all are SMEs. On average, SMEs in Myanmar account till to 95% of employment and contribute 30 to 53% of country's GDP. The entrepreneurship will define the country's future national economic development on microeconomic stability emphasis on small and medium enterprises for further development in National economy to promotion the relationship of socio-economic status of people by supporting financial loans, management and technically also.

SMEs. Role of all businesses in Myanmar

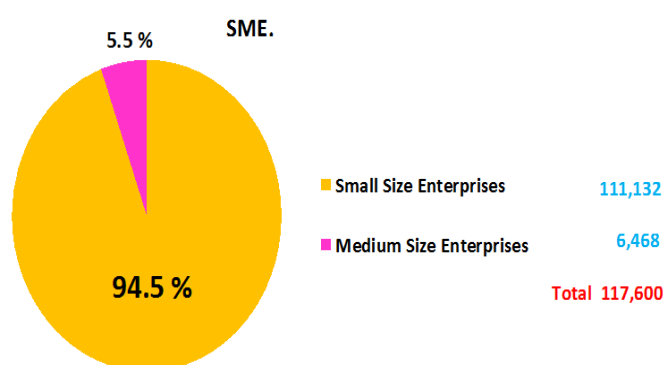


SMEs. Contribute GDP. to Myanmar



Government aimed sustainable develop in environmental, improve supporting activities and reliable taxation on obtaining cash investment, main infrastructural requirements of electric power and obtaining loan without collateral. Create value in a specific product, service and the market inclusive enough to capture of critical concept for moment on organization's SME. strategy. Myanmar accelerate the development of small and medium enterprises (SMEs) to be implement mainly by the approach new technology, build up human resource and financial support accepted Institutions such as world bank, IMF., EU., Kf., local banks, UMFCCI. and others.

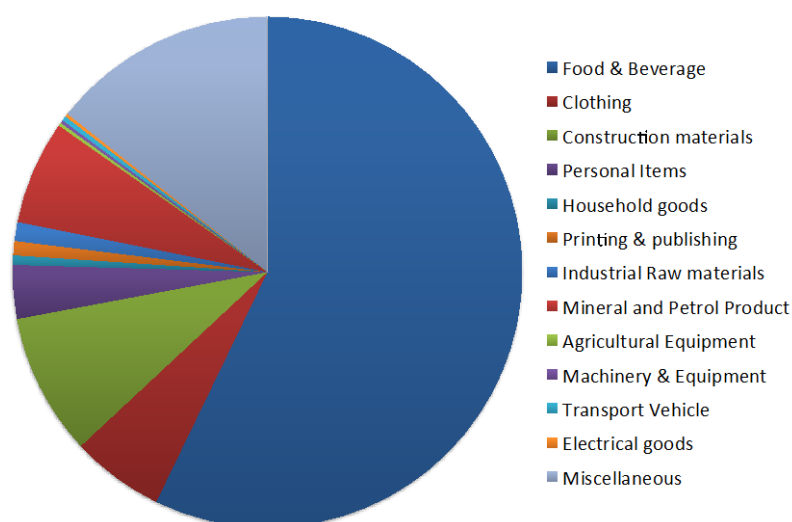
Comparison between Small and Medium sizes of Enterprises



3.2 Industrial size in SMEs & Large Co., Business in Country

<i>Myanmar's SMEs. & large Sector</i>	Enterprise %
Food & Beverage	57.3
Clothing	5.9
Construction materials	9
Personal Items	3.4
Household goods	0.6
Printing & publishing	0.9
Industrial Raw materials	1.2
Mineral and Petrol Product	6.6
Agricultural Equipment	0.2
Machinery & Equipment	0.2
Transport Vehicle	0.3
Electrical goods	0.2
Miscellaneous	14.4

Myanmar's large & SMEs. organization by different Sector



3.3 Management Implementation

Implementation is the activities carried out, assigned the responsible person, target time schedule and exact location of the activities to be conducted by a visions, a structure approved top level manager and owners with the systems and processes involved. The process also known as organizing for strategic implementation, experiences in setting goals and communicating, prioritize objectives, resources to explain. Processes and communicating well to comprehend into action, proper delegation helps to smooth implementation of business strategy, the stage that demands participation across the organization. Implementation cooperate workforce that will execute the plan by senior management taking the lead most of SMEs. Systematically organized and skilfully to handle the execution across the organization, implementation transform developing operation in target as an annual basis for cut costing, generate a continuous improvement and reduce the deal in every business unit for specific cases. A step by step process with objectives and evaluated process, future environmental analysis and influence looks three to five years ahead. It charts a definite course based on strong indicators of what the business environment will be like in those years. Myanmar's SMEs. try to operates in accordance with the standards in all relationships of Organization with customers, and suppliers, environment and the community.

3.4 Implementation criteria

Goals setting to meet the scope of desire outcome. Schedule made exactly timeframe for the execution phase Allocation of the resources are core success of implementation for effective and efficiently management, the purposes to ensure the required members, finance, limited time.

All information source to create the data gathering for procure. Duties and responsibilities for the different roles to execute the individually members and whole department Adaptation to change the conceptual, cultural and creativity build for the actionable. To be measured the outcome of the implementation accrue data. Evaluation on actual progress to defined the accomplishment of the outcome within the period weekly, monthly, quarterly and Yearly.

3.5 Leaders and implementation

Leader to manage their subordinates, assigned proper jobs to motivation and accomplish the goals, increase more time to interaction with all members at operation by held meeting, leading roles and high performance. Leader to get the results and impressive performance capabilities of influence with the technical, direction guidance through value and charisma are also impact on implementation. Successful leader to implement encourage and effective organization's plan implementation to participate from all different department guideline for exact on accountability, responsibility to meet the preliminary planned target schedule. Leaders must be sharing information to all members for implementation necessary benefits by monitor to meet the objective and goals change to conduct the implementation. Priority process to deeper understanding on implementation and change situation to all employees of SME., involvement needed to development of actual condition. Leadership

flexible to move further adopt new best result will show to conduct training for confident, motivation and higher attitude at the practical operation. Success or fail in implementation depend upon leadership role create the employee's culture equip delegation for implementation.

3.6 SME performance

SME performance is an efficient and effectively increase profitability, the process is to reach specific time frame to meet the need of new environmental conduct high performance skill, behaviour and strategic visions. Influence on the SME performance through integrating role based on knowledge and innovation to achieve sustainable competitive goals impact on short term managers and members laid for a long term goals. Support to higher level of attitude are trying to specific goals on management worked to evaluate how the achievement of every single goal such as being honest business strategy for the next stages of development. Sustainable of SMEs pursues vision and mission have a key element of top leadership to make performance expectation to reach the specific target. Organizational vision created the future widely scenario of performance is currently to quarterly and yearly.

3.6.1 Employee motivation

Motivation is to drive in an intrinsic mind encourage individuals to be professional objective for the need of satisfactory level of financial incentive rewards and commissions such as wants can encourage successful business goals. To perform motivate will be productive function to work implement SME purpose in motivation employee. Depends on the internal consistency of attitude employees are ability to perform productivity as better to improve. Employees should work to ensure execution by treating as they are feel with fairly and nice behaviour in philosophy, sociology and managerial. SME leaders try to gain the productivity with their employees and knowledge apply to perform happiness engagement at work place. Herzberg point out that motivation have relationship with the employee's satisfaction and targeted productivity also concern with the self- actualization and responsibilities.

3.6.2 Core competency and best practice

Core competencies are support the organizational cost advantages and integrated individual employee's skills to achievement. Skills present the intangible service features to buy goods or service. Mr. Michal Porter's contribution to need the mindful of strategy came through the five-forces framework compete to be uniqueness innovation to all customers related in an industry efficiently building for capabilities and operational effectiveness are necessary for success. **Best practice** is proven to achieve and creative solutions to common problems develop and share innovative solutions become more competitive allowing continuous improvement with accomplishments. The performance needed to promote involvement, participation of employees on motivation for a given process and activities are necessary to achieve. Initial identification is to communicate best practices to promote awareness, understanding and implementation to relevant employees. Adopted positive changes leadership to approach remove barriers implementation focused on process improvements facilitate on

competitive and maintain planning, organizing, monitoring and controlling process through the worked with evaluation. Execution, objectives and action plan created only changing to avoid potential problems inspect new corrective actions to desired results as achieved. Data analyse by management to determine plan step implemented.

3.6.3 Reward

A reward is provided to the employees by paying, benefits, touring oversee etc. mainly effect to intrinsic reward and extrinsic reward. Satisfactions received performance, self-esteem and creations awareness by the employees as part of a team member etc. Physiological and feeling of safety to employee policies and procedures of the organization. Financial rewards contributed to enhance an employee's performance, recognition to become psychological contract etc. Another reward provided under the scheme non-financial include the benefits such as providing higher levels of jobs satisfaction, office furnishing, impressive title, job assignments, etc. Commission of sale volume of incentive amount are money and complex incentive scheme as non-financial incentives have a sense of management values are engaged improvement in responsibility appraise by their leaders. Reward processes evaluate effectively on the organizations to serve which have good reward systems and the quality of talents is changed to another organization; The satisfaction level upon the policy within the employees. Small businesses are under considerable financial criteria as a valued source of a performance driver. Employee incentives are performed and motivated by a unique asset of small business to drive force for productivity to encourage a change in culture and psychological contract to the teams and organizations. Employee rewards and recognition towards high levels of standard team works to maintain loyalty and productivity within the organization.

3.7 Management implementation and SME performance

SME performance is value, efficient and effective implementation can increase profitability and system performance than paper process works to reach specific time frame. Traditional organization have not meet the need of environmental change. Management implementation conduct high performance in aspect of leadership, skills, behaviour and visions influence on the organizational performance through integrating cultural context, play important role on knowledge and innovation. Organizational performance have achieved sustainable competitive relationship with transformational leadership to motivating and implementing goals impact on short term. Managers and members laid for strategic plan as well as long term goals. Management worked to evaluate of each goal such as report of last year's achievement being honest, prepare business strategy for the next set of goals. Survival of SMEs depend on well vision is a key element of organizational leadership to make performance expectation to reach the reality target create future perspective of performance made current to quarterly and yearly.

IV. DISCUSSION

4.1 Levels of implementation

Analysis Environmental factors affect planning intensity, organizations seek to identify business focuses and analysis internally through the Organization's strengths, weaknesses. The external environment analysis identified opportunity and threat impact to internal strength of organization. Top level manager and owner have formulation for the organization's vision, mission and objectives activities of the SMEs. for further development. Progress updates and reached actual situations, document process needed work well to success the Competitive advantage through implementation. Implementation plan can be facedifficulties to avoid some commonly mistakes and barriers.

Pearson's Correlations for the relationship between variables

		Implement	OP
Implementation	Pearson Correlation	1	.503**
	Sig. (2-tailed)		.000
	N	303	303
Organization Performance	Pearson Correlation	.503**	1
	Sig. (2-tailed)	.000	
	N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.250	.31709

a. Predictors: (Constant), Implementation

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.230	1	10.230	101.745	.000 ^a
Residual	30.265	301	.101		
Total	40.495	302			

a. Predictors:(Constant)

Implementation

b. Dependent Variable: OP

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.206	.202		10.941	.000
Implementation	.490	.049	.503	10.087	.000

a. Dependent Variable: OP

4.2 Implementation

Top management have to share the objectives occurs in organizational performance with planning shows that it depends on the levels of leader's implementation to perform found that taking responsibilities to implement timely manner to meet the goals can be sustainable resulting in a reliable leader. Implementation correlation is statistically valid and it was positive correlated a dependent variable organizational performance to the R value which caused changes were attributed positivity and significantly to showing supported. The high significantly independent variable implementation influencing upon the organization establishment and constant at zero, the organizational performance have confident accordingly by the level of implementation 0.503 increased the performance.

4.3 Organizational Performance

Organizational performance findings leader inspires and influences to implementation and organizational performance as charisma managers and all employees who are organizing as a whole. Implementation process focuses on human resource development and competencies. The highest and strong establishment of organizational performance gives a full advantage of execution opportunities and minimizes the threat developed a culture and encouraged implementation through rewarded as an excellent performance. SME. performance relations between Implementation is $p = 0.005$ was a strong, positive correlation.

V. RECOMMENDATION AND CONCLUSION

The concept of entrepreneurs employed strong and skillful management teams demonstrate the abilities high-performance organization SME different from implementation levels in success or fail adapt more quickly to changes in complex environments. Adaptability required absorptive in high capacity to transfer best practices and knowledge. Myanmar's SMEs. capacity depends on the level of related attitude, knowledge and technological advances. Share knowledge to all members of organization in the connection between performance and implementation criteria. Myanmar's economic cooperate to reforms rapidly and development at present time even the most of organizations had beenface a crucial problem such as insufficient plan, standard quality, lack of management experience, lack of innovative implementation and so on.

Implementation find the course of action responsible for corporate objectives to superiorsfor regular meetings as accountability in communications effort. The leaders consider solutions in operational carry to the whole year

designed for better SMEs. performance. Implementation is difficult for operation to organizational success by the discussion priorities, communication, high efficient and effective accountability should to promote. Appreciation and the recognition to develop of best practice in policy and participation to all members as a team create consists of standard implementation period to meets as time schedules, monitoring system is being generate to efficient SMEs. (KPI.) keep performance indicator.

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