ISSN 0798 1015

REVISTA ESPACIOS

Vol. 41 (Issue 10) Year 2020. Page 23

Development Model of Competitiveness of Chicken Farm SMEs in Sidrap Regency, South Sulawesi, Indonesia.

Modelo de Desenvolvimento de Competitividade para PandersonMEs de Granja em Sidrap Regency, South Sulawesi, Indonesia.

ALAM, Syamsu 1; MUNIZU, Musran 2; MUNIR, Abdul R. 3; PONO, Maat 4; KADIR, Abdul R.O 5

Received: 09/12/2019 • Approved:10/03/2020 • Published 26/03/2020

Contents

ABSTRACT:
This study aimed to identify and analyze important factors that affected variables of entrepreneurship aspects, environmental aspects, internal resources aspects, and competitiveness aspects, primarily at chicken farming SMEs in Sidrap Regency, South Sulawesi Province of Indonesia. The number of research samples was 115 units. Descriptive Statistic and Structural Equation Modeling (SEM) were used as analytical method in this study. The results showed that leadership ability as an important factor that affected variable of entrepreneurship aspect. Social-economy as an important factor that affected variable of environmental aspect. Marketing as an important factor that affected variable of internal resource. Moreover, speed of delivery as an important factor that affected firm competitiveness variable.
Keywords: Environmental aspect, Entrepreneurship aspect, internal resources aspect, Firm competitiveness, Chicken farm SMEs.

RESUMEN:
Este estudio tuvo como objetivo identificar y analizar factores importantes que afectaron las variables de los aspectos de la iniciativa empresarial, los aspectos ambientales, los aspectos de los recursos internos y los aspectos de competitividad, principalmente en las PYME de cría de pollos en Sidrap Regency, provincia de Sulawesi del Sur de Indonesia. El número de muestras de investigación fue de 115 unidades. La estadística descriptiva y el modelo de ecuaciones estructurales (SEM) se utilizaron como método analítico en este estudio. Los resultados mostraron que la capacidad de liderazgo es un factor importante que afecta la variable del aspecto empresarial. La economía social como factor importante que afectó a la variable de aspecto ambiental. El marketing como factor importante que afectó a la variable del recurso interno. Además, la velocidad de entrega como un factor importante que afectó la variable de competitividad de la empresa.
Palabras clave: aspecto ambiental, aspecto emprendedor, aspecto de recursos internos, competitividad empresarial, pymes de granjas avícolas.

1. Introduction

Small Medium Enterprise (SMEs) is a stimulus or driver for the economy in Indonesia. Its existence is not only a real contribution to GDP but can also absorb labor, equitable distribution of the results of development and poverty reduction. It must also be admitted that this SMEs has

given its role as security for the national economy during the crisis. This can be seen when there is a monetary crisis in Indonesia when big entrepreneurs experience huge losses, but SMEs can stand without any shaking. SMEs are driving forces in the development of the nation and State economy (Hamid & Susilo, 2011).

The prospect of a chicken farm business in Indonesia is considered to be very valuable in terms of the domestic and foreign markets, when viewed from the supply and demand sides. On the supply side, the production capacity of purebred chicken in Indonesia has not yet reached the actual production capacity (Sudaryani & Santosa, 2005). This can be seen from the large number of breeding companies, animal feeds, and medicines that are still producing below the installed capacity. It means that the prospect of its development is still open. On the demand side, currently the eggs production of purebred chicken is only sufficient to meet the needs of the domestic market by 65%. The rest is filled with free-range chicken eggs, ducks and quails. The global trade climate has begun to be felt now, increasingly allows purebred chicken egg products from Indonesia to foreign markets, given that purebred chicken products are elastic to changes in per capita income per year from a country. Although the potential for purebred chicken farm is very interesting, a number of challenges can be obstacles to businesses that can change profits into losses (Zhang, 2001; Tambunan, 2010; Syarif et al., 2015).

Challenges and obstacles in the business of laying purebred chicken farms include weak maintenance management, fluctuations in product and production facilities prices, selling-time uncertainty, low operating margins, production facilities that are highly dependent on imports and tight competition globally. However, the challenge should not make investors who want to invest in the sector of laying purebred chicken farm discourage, but should be the basis for finding solutions to problems through a competitive agribusiness system (Demirbag et al., 2006; Munizu et al., 2017). Firm competitiveness can be enhanced through cost, quality, flexibility, speed of product delivery, and product innovation (Barney, 1991; Muller et al., 2009; Suryana, 2013; Munizu et al., 2019).

One solution to the problem that can be done is the implementation of the agribusiness system, which can make laying purebred chicken farm become potential and grow. Large-scale husbandry despite having a large business capital as an internal strength but still has some weaknesses, one of which is the price of eggs which is higher than the price of eggs from East Java for the market in East Kalimantan. Whereas, for external factors includes the threat of bird flu, the high cost of animal feed, and high-competition for markets outside South Sulawesi, namely East Kalimantan, while for the markets of Southeast Sulawesi, Central Sulawesi and West Sulawesi tend to be stable but if there is no marketing strategy in the future, it felt concerned about the market share in the area was also captured by competitors (Ismaya & Parawansa, 2011; Yupi, 2012; Saptana, 2014). According to Porter (1998) a country will gain a competitive advantage, if companies in a region or country have high competitiveness.

There are many farms operates in Indonesia on an industrial scale but still many are also found subsistence farms. Although the poultry industry continues to grow, the industry in Indonesia is still unable to compete with the poultry industry in other countries in ASEAN. However, the development of SMEs in the field of chicken farming is increasingly encouraged by the government to meet the domestic market (Tangendjaja, 2016).

Sidrap regency aside from being a center for rice production in South Sulawesi, it is also a center for chicken farm SMEs. The Central Bureau of Statistics shows the development of chicken population in Sidrap district spread in 12 sub-districts in Sidrap regency with a total number of breeders of 3.193 households which can be clearly seen in Table 1 below.

Table 1
Data of chicken livestock population development 2009 - 2015 in Sidrap Regency

Population	2009	2010	2011	2012	2013	2014	2015
Buras chicken	1.164.407	1.150.586	1.185.504	1.304.055	1.517.236	1.617.236	1.714.855
Broiler chicken	2.264.620	2.023.375	2.084.404	2.209.468	2.496.604	2.596.604	2.757.386
Laying	3.631.611	3.439.556	3.479.946	3.827.941	4.041.027	4.842.027	5.889.409

purebred chicken							

Source: The Central Bureau of Statistic, 2017

Competitiveness development method of chicken farms is a priority in SMEs (Pono et al., 2018), this is important because the business sector is part of the government program of Sidrap regency to improve the welfare of chicken farmers, but more than that, this business is able to make a significant contribution in accelerating structural changes, namely increasing national economy. In addition, the chicken farming contributes in several aspects of life, not only in the economic aspect, but also can have a positive impact on the provision of employment as well as increasing the regional original income especially in Sidrap regency.

As described above, this study aimed to identify the influence of entrepreneurship aspect, and environmental aspect toward internal resources and firm competitiveness of chicken farming SMEs in Sidrap Regency, South Sulawesi Province, Indonesia.

2. Methodology

This study was conducted in Sidrap regency with the consideration that the district is a center for the development of chicken farms. The total population of 584 chicken farm SMEs covering 12 sub-districts in Sidrap regency. Determination of the number of samples using SLOVIN formula at α = 10%, so that obtain a minimum sample size of 100 units of chicken farm SMEs. After the primary data collection was done, 115 complete respondent data were used to be processed and analyzed. The variables of study consist of entrepreneurship aspect, environmental aspect, internal resources aspect, and firm competitiveness aspect. Measurement of indicators and variables uses a Likert scale with a score of 1 to 5. Furthermore, the data were analyzed using by descriptive statistical analysis, and Structural Equation Modeling (Hair et al., 2006; Sekaran & Bougie, 2009; Sugiyono, 2012). Then, data is processed by using SPSS and AMOS program.

3. Results

The first analysis uses in this study was statistic descriptive. The purpose of this analysis is to reveal description of respondents based on variables of gender, age, level of education, and length of business. The results of the descriptive statistical analysis can be seen in the table 2.

The table below shows that total of respondents of this study was 115 persons that consisted of men (80%) and women (20%). Based on their age, most respondents had ages between 31-40 years (42.61%), the rest had ages 41-50 years (30.43%), over 50 years (18.26%), and 20-30 years (8.7%) of the total respondents. By education level, most respondents were high school / vocational school graduates (50.43%). In addition, the data in the table also shows that the most respondents have run their businesses between 11-20 years.

Table 2
Frequency Distribution
of Research Respondents

No.	Description	Frequency (person)	Percentage (%)
1.	Gender:		
	- Man	92	80.00
	- Woman	23	20.00
	Total	115	100.00
2.	Age:		
	- 20 to 30 years	10	8.70

	- 31 to 40 years	49	42.61
	- 41 to 50 years	35	30.43
	- > 50 years	21	18.26
	Total	115	100.00
3.	Education:		
	- High school	25	21.74
	- Senior high school	58	50.43
	- Diploma	12	10.43
	- Bachelor/ S1	20	17.39
	Total	115	100.00
4.	Length of business:		
	- 5 to 10 years	28	24.35
	- 11 to 20 years	50	43.48
	- > 20 years	37	32.17
	Total	115	100.00

Source: Data processed (2019)

The secondary analysis is Confirmatory Factor Analysis (CFA), it can be seen that a variable of entrepreneurship aspect has 3 indicators: self-confidence, leadership ability, and courage to take risks. The results of factor analysis on the variable of entrepreneurship aspect (X1) can be seen in the following table.

Table 3
Confirmatory Factor Analysis -
Entrepreneurship Aspect (X1)

Indicator <--- Variable	**Loading Factor**	**C.R**	**Prob.**	**Description**
X1.1 <--- Entrepreneurship_X1	0.672	Fix	Fix	Significant
X1.2 <--- Entrepreneurship _X1	0.807	4.790	0.000	Significant
X1.3 <--- Entrepreneurship _X1	0.594	4.931	0.000	Significant

Source: Data processed (2019)

As data above shows that indicators X1.1, X1.2, and X1.3 are valid indicators in forming the variable of entrepreneurial aspect (X1). This conclusion is supported by the results of processed data that show the probability value of each indicator is smaller than standard α value (prob. < 0.05). In addition, the value of critical ratio (CR) of each indicator is greater than t-table value (CR

> 1.980). The data in the table also explains that the indicator of leadership ability (X1.2) is a very important indicator in forming the variable of entrepreneurship aspect with a factor loading value of 0.807 which is greater than other indicators in the construct of entrepreneurial aspects. Therefore, it can be said that leadership ability is a very important factor that influences the variable of entrepreneurship aspect.

The results of the confirmatory factor analysis also showed that the variable of environmental aspects had 3 indicators, namely: socioeconomic dimension, information technology progress, and government support. The results of the confirmatory factor analysis on the variable of environmental aspects (X2) can be seen in the following table 3.

Table 4
Confirmatory Factor Analysis
Environmental Aspect (X2)

Indicator <--- Variable	Loading Factor	C.R	Prob.	Description
X2.1 <--- Environmental_X2	0.825	Fix	Fix	Significant
X2.2 <--- Environmental _X2	0.811	6.828	0.000	Significant
X2.3 <--- Environmental _X2	0.636	6.216	0.000	Significant

Source: Data processed (2019)

As data above shows that indicators X2.1, X2.2, and X2.3 are valid indicators in forming the variable of environment aspect (X2). This conclusion is supported by the results of processed data that show the probability value of each indicator is smaller than the standard α value (prob. <0.05). In addition, the value of the critical ratio (CR) of each indicator is greater than the t-table value (CR> 1.980). The data in the table above also explains that the socioeconomic indicator (X2.1) is a very important indicator in forming the variable of environment aspect with a factor loading value of 0.825 which is greater than the other indicators in the construct of environment aspect. Therefore, it can be said that the socioeconomic aspect is a very important factor influencing the variable of environment aspect.

Furthermore, the results of the Confirmatory Factor Analysis test also indicate that the variable of internal resource aspect has 4 indicators: marketing, raw materials, labor, and production technology. The results of factor analysis on the variable of internal resources aspect (Y1) can be seen in the following table.

Table 5
Confirmatory Factor Analysis
Internal Resources Aspect (Y1)

Indicator <--- Variable	Loading Factor	C.R	Prob.	Description
Y1.1 <--- Internal Resources_Y1	0.701	Fix	Fix	Significant
Y1.2 <--- Internal Resources_Y1	0.495	3.915	0.000	Significant
Y1.3 <--- Internal Resources_Y1	0.639	4.467	0.000	Significant
Y1.4 <--- Internal Resources_Y1	0.553	4.210	0.000	Significant

Source: Data processed (2019)

As data above shows that indicators Y1.1, Y1.2, Y1.3, and Y1.4 are valid indicators in forming the variable of internal resources aspect (Y1). This conclusion is supported by the results of processed data that show the probability value of each indicator is smaller than the standard α value (prob. <0.05). In addition, the value of the critical ratio (CR) of each indicator is greater than the t-table value (CR> 1.980). The data in the table above also explains that the marketing indicator (Y1.1) is a very important indicator in forming the variable of internal resource aspect with a factor loading value of 0.701 which is greater than the other indicators in the construct aspect of internal resources. Therefore, it can be said that the marketing aspect is a very important factor influencing the variable of internal resource aspect.

The result of Confirmatory Factor Analysis shows that the variable of competitiveness has 4 indicators: cost, quality, speed of product delivery, and flexibility. The results of the factor analysis on the competitiveness variable (Y2) can be seen in the following table 5.

Table 6
Confirmatory Factor Analysis
Firm Competitiveness (Y2)

Indicator <--- Variable	Loading Factor	C.R	Prob.	Description
Y2.1 <--- Firm Competitiveness_Y2	0.782	Fix	Fix	Significant
Y2.2 <--- Firm Competitiveness _Y2	0.703	7.723	0.000	Significant
Y2.3 <--- Firm Competitiveness _Y2	0.923	9.666	0.000	Significant
Y2.4 <--- Firm Competitiveness _Y2	0.676	7.386	0.000	Significant

Source: Data processed (2019)

As data above shows that indicators Y2.1, Y2.2, Y2.3, and Y2.4 are valid indicators in forming the variable of firm competitiveness (Y2). This conclusion is supported by the results of processed data that show the probability value of each indicator is smaller than the standard α value (prob. < 0.05). In addition, the value of the critical ratio (CR) of each indicator is greater than the t-table value (CR> 1,980). The data in the table above also explains that the indicator of product delivery speed (Y2.3) is a very important indicator in forming the variable of firm competitiveness with a factor loading value of 0.923 which is greater than the other indicators in the SMEs competitiveness construct. Therefore, it can be said that the speed of product delivery is a very important factor that influences the variable of firm competitiveness.

Testing of the research hypothesis was carried out by using structural model equation analysis (SEM). There are six criteria used as a basis for evaluating a model namely: Chi-Square (expected small), CMIN / DF (≤ 2.00), GFI (≥ 0.90), RMSEA (≤ 0.08), CFI (≥ 0.95), and TLI (≥ 0.95). The analysis showed that all the criteria have been met so that the result of structural equation model can be used for further analysis. Then, the results of structural model about the effect of entrepreneurship aspect, environmental aspect toward internal resources and firm competitiveness of Chicken Farming SMEs can be presented in the following table.

Table 7
Hypothesis Testing Results

Relationships	Estimate Value	Critical Ratio	Prob.	Description
Entrepreneurship aspect Internal	0.422	5.172	0.000*)	Significant (H1, accepted)

resources				
Environmental aspect Internal resources	0.269	3.144	0.001*)	Significant (H2, accepted)
Entrepreneurship aspect Firm competitiveness	0.315	4.450	0.000*)	Significant (H3, accepted)
Environmental aspect Firm competitiveness	0.208	2.737	0.005*)	Significant (H4, accepted)
Internal resources Firm competitiveness	0.486	5.846	0.000*)	Significant (H5, accepted)

Source: Data processed (2019)
Notes: *) significant at: $\alpha \leq 0.05$; Level of confidence at 95%

The data in the table above shows that variable of entrepreneurship aspect has a significant influence on internal resources. This can be seen from the value of the critical ratio (C.R.) that greater than t-table value (5.172 > 1.980). The estimated value 0.422 indicates that 42.2% of variation increase internal resources variable is influenced by entrepreneurship aspects in the term of aspects of self-confidence, leadership ability, and ability to take risks. The result of this study is consistent with Suryana (2013), Anderson & Eshima (2013), and Maulida (2018) that either capacity or capability manager or leaders are very important elements in both developing and improving SMEs business.

The variable of environmental aspect has a significant influence on internal resources. This can be seen from the value of the critical ratio (C.R.) that greater than t-table value (3.144 > 1.980). The estimated value 0.269 indicates that 26.9% of variation increase internal resources variable is influenced by environmental aspects in the term of aspect of social economy, aspect of technology information, and government policy aspect, such as pro-business government policy. The result of this study is support Muller et al., (2009), Hamid & Susilo (2011), and Munizu et al. (2017) that the socioeconomic dimension is an important element of environment factor that affect business competitiveness in the SMEs context.

Furthermore, the results of this study also showed that variable of entrepreneurship aspect have a significant influence on competitiveness. This can be seen from the value of critical ratio which is greater than t-table (4.450> 1.980). Then, the contribution of the effect entrepreneurship aspect toward competitiveness was 31.5% which includes aspects of self-confidence, leadership ability, and the ability to take risks. Variable of environmental aspect has a significant influence on competitiveness. This can be seen from the value of the critical ratio which is greater than t-table (2.737> 1.980). Then, the contribution of the effect environmental aspect toward competitiveness was 20.8%. Additionally, variable of internal resources has a significant influence on competitiveness. This can be seen from the value of the critical ratio which is greater than t-table (5.846 > 1.980). Then, the contribution of the effect internal resources toward competitiveness was 48.6% in term of marketing dimension, material dimension, labor dimension, and production technology.

The results of this study are consistent with Barney (1991), Zhang (2001), Lee & Tsai (2005), Tajeddini et al. (2006), Yupi (2012) and Damang et al. (2019) that the marketing aspect and internal organization capability as the key elements for existing in the global competition. The results of this study also support the findings of Munizu et al. (2019) that speed of product introduction in the market is an important element in conducting business in the context of global market competition. Moreover, these study findings are in line with Barney (1991), Porter (1998), Demirbag et al. (2006), and Syarif et al. (2015) that emphasized on speed of delivery as one of key elements in surviving and winning the competition in the global market. A very dynamic global environment and rapid changes in customer tastes must be anticipated by companies by providing products that are in accordance with market needs and supported by product delivery in real time to customers.

4. Conclusions

The result of this study found that variable of entrepreneurship aspect is formed by self-confidence, leadership abilities, and ability in taking risks. The leadership ability element is the dominant factor affecting variable of entrepreneurship aspect. Then, the variable of environmental aspect is formed by socioeconomic, information technology, and government policy support. Socioeconomic element is the dominant factors affecting the variable of environmental aspect. Furthermore, the variable of internal resources aspect is formed by aspect of marketing, raw materials, labor and production technology. Marketing element is the dominant factor that affecting the variable of internal resources. In addition, it also showed that the variable of firm competitiveness is formed by cost, quality, speed of delivery, and flexibility. The speed of delivery is the dominant factor that affecting the variable of firm competitiveness.

Then, entrepreneurship aspect and environmental aspect have a positive effect and significant on internal resources as well as firm competitiveness. Internal resources have a positive effect and significant on firm competitiveness. The results of this study provide some guidance for management and business owners of chicken farm SMEs in enhancing the competitiveness of their businesses by considering the factors of entrepreneurial, environmental, and internal organizational resources. In addition, result of this study can be used as additional references for future research that focuses on developing the competitiveness of SMEs in the agribusiness sector.

Bibliographic references

Anderson, B. S., & Eshima, Y. 2013. The influence of firm age and intangible resources on the relationship between entrepreneurial orientation and firm growth among Japanese SMEs. Journal of Business Venturing 28 (3), 413-429

Central Bureau of Statistics. 2017. Sidrap Regency in Numbers. BPS Press.

Barney, J. 1991. Firms Resources and Sustained Competitive Advantage. Journal of Management. 17 (1), 99-120.

Damang, K., Sida, A., Lasise, S., Munizu, M., Munir, A. R., & Pono, M. (2019). Supply Chain Strategy and Its effect on Business Competitiveness: Case of Passion Fruit Industry in South Sulawesi (Indonesia). Revista ESPACIOS, 40(3), 24-34.

Demirbag, M., Tatoglu, E., Tekinkus, M. & Zaim, S. 2006. An analysis of the relationship between TQM implementation and organizational performance: evidence from Turkish SMEs. Journal of Manufacturing Technology Management. 17 (6), 829-847.

Hair, Yoseph F., Rolph E. Anderson, Ronald L. Papham, William Black, 2006. Multivariate Data Analysis, 4st edition. New Jersey, USA: Prentice-Hall Inc.

Hamid, E.S., & Susilo, Y.S. 2011. Development Strategy for Micro and Small and Medium Enterprises in the Special Province of Yogyakarta. Journal of Development Economics. 12 (1), 45-55.

Ismaya. N., & Parawansa R. 2011. Analysis of Income of Chicken Egg Farmers. Gowa College of Agricultural Technology Publishing.

Lee, T.-S., & Tsai, H.-J. 2005. The Effect of Business Operation Mode on Market Orientation, Learning Orientation, and Innovativeness. Industrial Management & Data System 105 (3), 325-348.

Maulida, R.A. 2018. The Influence of Entrepreneurship Character Against Food and Beverage MSME Performance in Bogor City. Bogor: Bogor Agricultural University.

Muller, K., Rammer, C., & Truby, J. 2009. The role of creative industries in industrial innovation. Discussion Paper No. 08-109. Centre for European Economic Research.

Munizu, M., Pono, M., Alam, S. 2019. The Impact of Information Technology Application on Supply Chain Integration and Competitive Advantage: Indonesian Fishery Industry Context. QUALITY Access to Success. 20 (169), 151-156.

Munizu, M., Damang K., Hamid, N., & Sumardi. 2017. Improvement of Firm Performance, Competitiveness, and Quality Culture Through SCM Practices and TQM Practices at Manufacturing Industry in South Sulawesi, Indonesia. International Journal of Economic Research, 14 (15), 529-538.

Pono, M., Mappigau, P., Mursalim, Hamid, N., Amar, M. Y., Munizu, M., Munir, A. R., AS, Mutia. (2018). Strategy of Development on Core Competencies in Improving Competitivenes of Cocoa in

Mamuju Regency, West Sulawesi Province. Academy of Strategic Management Journal, 17(4), 1-5.

Porter, M.E. 1998. The Competitive Advantage of Nations. London, UK: Macmillan Press Ltd.

Saptana, S.T. 2014. Management of Supply Chain of Kampung Chicken Egg Commodities. Journal of Management & Agribusiness. 11 (1): 1-8.

Sekaran, U., & Bougie, J. 2009. Research methods for business. USA: John Wiley & Sons Inc.

Sudaryani, T., & Santosa, H. 2005. Maintenance of Laying Chicks in Kandang Battery, Jakarta: Penebar Swadaya Press.

Sugiyono, 2012. Quantitative, Qualitative Research Methods RD. Bandung: Alfabeta Press.

Suryana. 2013. Entrepreneurship, Practical Guidelines, Tips and Processes for Success. Jakarta: Salemba Empat Publisher.

Syarif, M., Azizah, A., & Priyatna, A. 2015. Analysis of Development and Role of Creative Industries to Face the Challenges of the 2015 MEA, Proceedings of the National Seminar on Innovation and Trend (SNIT).

Tambunan, T. 2010. Center for Industry, SME and Business Competition Studies. Indonesia: Trisakti University Publishing.

Tajeddini, K., Trueman L., & Gretchen, L. 2006. Examining the Effect of Market Orientation on Innovativeness. Journal of Marketing Management. 22, 529-551

Tangendjaja, B. 2016. Efforts to improve the competitiveness of Indonesian poultry, Strengthen the competitiveness of agricultural products. Jakarta: Balitbang Kementan Publishing.

Yupi. 2012. Analysis of Laying Chicken Farming Business. Jakarta: Syarif Hidayatullah State Islamic University Publishing.

Zhang, Y. 2001. Learning Function and Small Business Growth. Management Accounting Journal. MCB University Press. 15 (26), 228-239.

---

1. Department of Management, Faculty of Economics and Business, Hasanuddin University, Indonesia. Contact e-mail: syamsu.alam60@yahoo.com

2. Department of Management, Faculty of Economics and Business, Hasanuddin University, Indonesia. Contact e-mail: m3.feunhas@gmail.com

3. Corresponding Author, Department of Management, Faculty of Economics and Business, Hasanuddin University, Indonesia. Contact e-mail: arazak.munir@gmail.com

4. Department of Management, Faculty of Economics and Business, Hasanuddin University, Indonesia. Contact e-mail: maatpono@yahoo.com

5. Department of Management, Faculty of Economics and Business, Hasanuddin University, Indonesia. Contact e-mail: rahmankadir90@yahoo.com

---

Revista ESPACIOS. ISSN 0798 1015
Vol. 41 (Nº 10) Year 2020

[Index]

[In case you find any errors on this site, please send e-mail to webmaster]

revistaESPACIOS.com