

ORIENTATION EFFECT OF ENTREPRENEURSHIP, STRATEGIC ASSET, SUPPLY CHAIN MANAGEMENT WITH THE PERFORMANCE OF MEDIATION AS OWNER MSME COMPETITIVE ADVANTAGE (SMEs STUDY IN FOOD AND DRINK IN SURABAYA)

by Sri Mulyaningsih

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Arief Dana Ibn

³
Master Program in Management, Faculty of Economics and Business
National Development University "Veteran" East Java
Email: ariefdanaribnu@gmail.com

Eko Purwanto

³
Master Program in Management, Faculty of Economics and Business
National Development University "Veteran" East Java
Email: ekopasca@upnjatim.ac.id

Sri Mulyaningsih

³
Master Program in Management, Faculty of Economics and Business
National Development University "Veteran" East Java

–Abstract–

Performance is one of the important problems that must be done by the owner. The owner will always try to improve his performance, to realize the goals that have been set previously. This study aims to determine the effect of Entrepreneurship Orientation, Strategic Assets, and Supply Chain Management on the Performance of UMKM Owners through Competition Advantage. The sample of this study was that all SMEs registered with the Surabaya City Trade Office totaled 35 MSME food and beverage owners and managers. The sampling technique uses the census method. Data analysis techniques using Partial Least Square (PLS). From the results of the study it can be concluded that (1) Entrepreneurship Orientation does not contribute to the performance of UMKM owners; (2) Strategic assets can contribute to the performance of UMKM owners; (3) Supply Chain Management does not contribute to the performance of UMKM owners; (4) Entrepreneurship Orientation contributes to the performance of UMKM owners through competitive advantage; (5) Strategic assets contributes

to the performance of MSMEs owners through competitive advantage; (6) Supply Chain Management contributes to the performance of MSMEs owners through competitive advantage.

Keyword: Entrepreneurship Orientation, Strategic Assets, Supply Chain Management, Competitive Advantage, Performance of MSME Owners.

1. INTRODUCTION

In competition globally where free trade is an indicator of the economic progress of a country that will create economic prosperity and progress, entrepreneurship is the best way to make this happen. Entrepreneurship is an ability that a person has where that person is a decision-maker that helps create an economic system that is independent and free from the attachments of other institutions. An entrepreneur is a driver of change, innovation, and economic progress, they dare to take risks to create economic progress.

Opportunities are wide open to become entrepreneurs, but not everyone is entrepreneurial, but not all entrepreneurial people will be successful in their business. As for entrepreneurs who set up small-scale businesses then develop into medium-sized enterprises (UKM) and become large. However, some SMEs then fail to develop and close their businesses. This means that the potential possessed by SME entrepreneurs is not matched by the ability to compete with their competitors.

Apart from the problem of capital, the potential possessed by SMEs is not matched by the ability to compete. Tambunan (2008) has a fact of the low competitiveness of SMEs so that they have difficulty increasing output. It has been conducted several studies that there is no competitive power from SMEs themselves because they have several limitations, such as not adapting quickly to the environment, not being innovative to present products to compete with bigger competitors, lack of seeing empty market opportunities. Also, internal factors consist of the owner's education and training level, gender, ethnicity, business activity, business status, sources of capital, and outside market competitiveness.

Narver and Slater in Tutar et al. (2015) define entrepreneurial orientation as a tendency or understanding of the need to be proactive to market opportunities and market dynamism, tolerant of risk, and flexible to change. According to O'Malley (2008), strategic assets are the key to capabilities, resources, and relationships which

are the basic ingredients for creating value and are the main driving factors in business success. Strategic assets (intellectual property rights, reputation, brand, culture, and undisclosed or knowledge tacit knowledge) contribute to the creation of a company's competitive advantage.

Simichi-Levi et al in Irmawati (2007) states supply chain management as an approach that is applied to bring together suppliers, entrepreneurs, warehouses, and other storage places (distributors, retailers, and retailers) efficiently so that products can be produced and distributed efficiently. right, right location, and the right time to lower costs and meet customer needs. Competitive advantage is the profit strategy of companies that collaborate to compete more effectively in the market.

The research was conducted at food and beverage MSMEs in the city of Surabaya which actively participate in coaching at the Surabaya City Trade Office. The following is the number of employees and the total income of food and beverage MSMEs in the city of Surabaya who is actively participating in coaching at the Surabaya City Trade Office.

RESEARCH METHOD

This research method uses quantitative research methods with statistical methods using analysis Partial Least Square (PLS) with testing the outer model, inner model, and statistical test hypotheses.

The variables and indicators in this study are:

1. orientation Entrepreneurship, according to FrishammarHorte and (2007): the ability to innovate, be proactive, and dare to take risks.
2. Strategic assets, according to Sinaga, et al. (2016): the quality of human resources and the relationship with the MSME community.
3. Supply chain management, according to Li, Suhong, et al (2011: 110): Supplier Relationship (CR) and Level of Information Quality (IQ).
4. Competitive advantage, according to Bhradwaj (2008): Valuable and different.
5. The performance of MSME owners, according to Juwita (2017): efficient at work and able to solve problems.

The measurement scale in this study uses a Likert scale of 1-5. While the population

and sample used are the total number of owners and managers of food and beverage MSMEs in the city of Surabaya who is actively participating in coaching and exhibitions registered at the Surabaya City Trade Office, there are 35 MSMEs. Data analysis in this study used Partial Least Square (PLS), outer model, inner model, and hypothesis testing. The hypothesis in this study are:

H1: Entrepreneurial orientation (X1) has a direct effect on the performance of MSME owners (Y).

H2: Strategic assets (X2) have a direct effect on the performance of MSME owners (Y).

H3: Supply chain management (X3) has a direct effect on the performance of MSME owners (Y).

H4: Entrepreneurial orientation (X1) affects the performance of MSME owners (Y) which is mediated by competitive advantage (Z).

H5: Strategic assets (X2) affect the performance of MSME owners (Y) mediated by competitive advantage (Z).

H6: Supply chain management (X3) affects the performance of MSME owners (Y) which is mediated by competitive advantage (Z).

RESULTS

The following is a description of the research respondent data:

Table 1. Profile of Respondents

	Total	Presentasi
Gender		
Male	9	26%
Female	26	74%
Age		

20-29	7	19%
30-39 years	9	25%
40-49	10	29 %
50-59 years	8	23%
60-69 years	1	3%
Education Terakhir		
SMP	6	17%
High School	16	46%
Diploma	3	9%
Bachelor	10	28%
Marital Status		
Not Married	7	20%
are married	28	80%
Ownership Status		
Owner and Manager	25	71%
Owner	10	29%
Length of business standing		
<2 years	6	17%
2-4 years	11	32%
> 4 years	18	52%

Source: Data Processing Results

a) Convergent Validity

Table 2. Loading / OuterFactors Loading

	Orientati on Entreprene rial	Asset strategi c	Managemen t Supply Chain	competitiv Advantag	performa nce MSME	Type (a	SE	P value
OK 1	0908	0006	-0045	-0122	-0044	Reflect	011 1	<0.0 01
OK 2	0877	-0432	-0135	0248	-0049	Reflect	011 3	<0.0 01
OK 3	0513	0727	0311	-0208	0161	Reflect	013 4	< 0.00 1
AS1	0.102	0.944	-0.093	-0.03	-0.054	Reflect	0.11 0	<0.0 01
AS2	-0.102	0.944	0.093	0.03	0.054	Reflect	0.11 0	<0.0 01
MR 1	0.109	0.009	0.929	0.014	-0.061	Reflect	0.11 0	<0.0 01
MR 2	-0.109	- 0.009	0.929	-0.014	0.061	Reflect	0.11 0	<0.0 01
KB 1	0.079	0.135	-0.555	0.875	-0.137	Reflect	0.11 3	<0.0 01
KB 2	-0.079	- 0.135	0.555	0.875	0.137	Reflect	0.11 3	<0.0 01

KP 1	0.083	-0.132	-0.147	0.255	0.929	Reflect	0.110	<0.001
KP 2	-0.083	0.132	0.147	-0.255	0.929	Reflect	0.110	<0.001

Source: Data Processing Results

Based on the outer loading table above, factor loading is a correlation between indicators and variables, if greater than 0.5 and or p-value = significant, then the indicator is valid and is an indicator / measure of the variable. Based on the table outer loading above, Loading Factor / load factor (for example for indicators on the Entrepreneurship Orientation variable, OK1 = 0.908, OK2 = 0.877, OK3 = 0.513, and also for other indicators) > 0.5 then it fulfills convergent validity. The results of the analysis in the table above show that all indicators in the research variables, namely the Entrepreneurship Orientation variable, Strategic Assets, Supply Chain Management, Competitive Advantage, and MSME Performance have a loading factor of > 0.5 so these indicators meet convergent validity.

b) Discriminant Validity

Table 3. Comparison of AVE Value and Value Between Variables

	Manajemen				
	Orientasi Kewirausahaan	Aset Strategik	Rantai Pasokan	Keunggulan Bersaing	Kinerja UMKM
Orientasi Kewirausahaan	0.787	0.472	0.467	0.525	0.456
Aset Strategik	0.472	0.944	0.736	0.798	0.629

Manajemen Rantai Pasokan	0.467	0.736	0.929	0.693	0.514
Keunggulan Bersaing	0.525	0.798	0.693	0.875	0.793
Kinerja UMKM	0.456	0.629	0.514	0.793	0.929

Based on Table 3 in above, if the root of AVE is greater than the correlation of the variable, then the discriminant validity is met. For example, for the Entrepreneurship Orientation variable with 3 indicators (OK1 to OK3) has an AVE root of 0.787 which is greater than the correlation value with other variables 0.472, 0.467, 0.525, 0.456 and also for other variables, so that the Entrepreneurial Orientation variable is fulfilled with discriminant validity. Overall, it shows that all research variables, namely Entrepreneurial Orientation, Strategic Assets, Supply Chain Management, Competitive Advantage, and MSME Performance, have a square root of AVE greater than their correlation value with other variables, so discriminant validity is met.

c) Average Variance Extracted (AVE)

Tabel 4. *Average Variance Extracted*

	Average Variances Extracte (AVE)
Orientasi Kewirausahaan	0.619
Aset Strategik	0.890
Manajemen Rantai Pasokan	0.862
Keunggulan Bersaing	0.765
Kinerja UMKM	0.862

Outer Weights (Model T-Statistics) are used for the model Measurement on variables with formative indicators that cannot be seen the value of the factor loading, because variables with formative indicators, namely Job Satisfaction, are basically a regression relationship between indicators and variables.

Based on the outer Weight table above, all indicators KK1 to KK5 have p-values smaller than $\alpha = 0.005$ then it is significant. So that the five indicators are indicators of forming job satisfaction variables.

d) Construct Variable Validity

Table 5. Average Variance Extracted (AVE)

R-squared coefficients	
	R Square
Perubahan Organisasi	
Komitmen	0.475
Kepemimpinan	0.431
Kepuasan Kerja	0.763

Source: Data Processing Results

The reflective indicator variable can be seen from the Average variance extracted (AVE) value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5. The test results show that the AVE value for the construct (variable) Organizational Change, Commitment, Leadership and Job Satisfaction has a value greater than 0.5, so these variables are valid.

e) Reliability Testing.

Table 6. Reliability Coefficient

Composite reliability coefficients		
	Composite Reliability Coefficients	Cronbach's Alpha Coefficients
Perubahan Organisasi	0.888	0.843
Komitmen	0.882	0.798
Kepemimpinan	0.927	0.895
Kepuasan Kerja	0.879	0.828

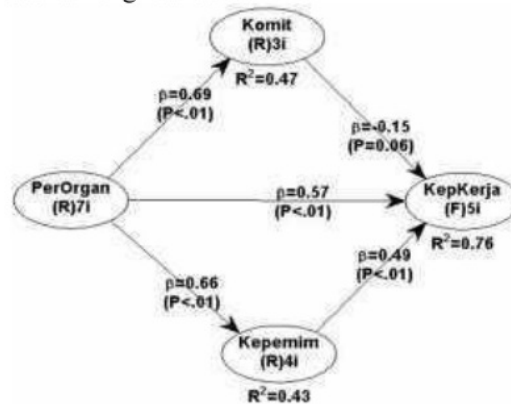
Source: Results of Data Processing The

3 reliability of the construct as measured by the value of *composite reliability*, the construct is reliable, if the value of *composite reliability* is above 0.70 then the indicator is said to be consistent in measuring the latent variable. The test results show that the construct (variable) organizational change, commitment, leadership, and job satisfaction has a value *composite reliability* greater than 0.7. So it is reliable.

f) Hypothesis

4 Testing Testing is done by *t-test*, if a *p-value* ≤ 0.10 (alpha 10%) then it is said to be *obtained weekly significant*, if the *p-value* is ≤ 0.05 (alpha 5%) it is said to be *significant*, and if the *p-value* ≤ 0.01 (alpha 1%) then it is said to be *highly significant*.

Figure 1. PLS Model among Variables



Source: Data Processing

Results The results of this research hypothesis test are:

1. Organizational change has a significant positive effect on commitment with a path coefficient of 0.889 where the p-value = <0.001 is smaller than the value $\alpha = 0, 10$ (10%).

H1: Organizational change has a positive effect on commitment organizational, the hypothesis is accepted.

2. Organizational change has effected significant positive leadership with a path coefficient of 0.656 where the p-value = <0.001 is smaller than the value of $\alpha = 0.10$ (10%).

H2: Organizational change affects a positive on leadership, the hypothesis is accepted.

3. Organizational change has effected a significant positive on job satisfaction with a path coefficient of 0.657 where the p-value = <0.001 is smaller than the value of $\alpha = 0.10$ (10%).

H3: Organizational change affects a positive on job satisfaction, the hypothesis is accepted.

4. Commitment has a significant negative effect on job satisfaction with a path coefficient of -0.148 where the p value = 0.061 is smaller than the α

= 0.10 (10%).

H4: Organizational commitment has a positive effect on job satisfaction, the hypothesis is rejected.

5. Leadership has a significant positive effect on job satisfaction with a path coefficient of 0,486 where the p-value = <0.001 is smaller than the value of α = 0.10 (10%).

H5: Leadership has a positive and significant effect on job satisfaction, the hypothesis is accepted.

DISCUSSION

1. Effect of Change Organizational on Employee Job Satisfaction

Indicators of job satisfaction with the highest value are job satisfaction with work and communication between employees and leaders. This is in line with indicators of organizational change, which have a more detailed level of division of employee duties and are separate from one employee to another, and the majority of employees complete work

according to company procedures. This means organizational changes in Pelindo III, for example uniting the Patchouli Division and the Mirah Division into the Patchouli and Mirah Divisions because they are two small terminals. Grouping work according to the functions carried out makes collaboration between employees with the same level of duties is felt to help ease and streamline their work. This can reduce collisions at work but still be able to communicate well with colleagues if there are obstacles at work. Organizational changes in Pelindo III also shorten the flow of reporting to leaders, so that decisions can be quickly executed by employees which has an impact on employees feeling job satisfaction.

The results of this study are consistent with the research of Dwiarti (2003) which also suggests that one of the factors of satisfaction that influence job employees organizational change. Djati and Khusaini's research (2000) shows that organizational changes affect employee job satisfaction.

2. The Effect of change on Organizational Organizational Commitment Organizational

The change affects organizational commitment at Pelindo III. It can be seen from how the company conducts long research and changes in such a way as to make the organizational structure more effective, employee duties are clearer because the number of staff increases considering several official posts are staffed as the result of this organizational change. The number of staff increases with a clear division of labor and grouping of jobs according to their functions. This makes employees feel cared for and there is an emotional bond between employees and the company, so that employee loyalty increases.

The results of this study are consistent with the research by Ichsan Syah Lubis (2015), which shows that attitudes towards organizational change have a positive influence on organizational commitment. As well as research by Dewi (2003), with the results of the analysis there is a positive relationship between structural changes and employee commitment. Changes that occur in an organization are natural and even must occur in an organization and these changes often occur due to influence from outside or from within the organization.

3. The Effect of change on Organizational Leadership.

Organizational changes that affect this leadership can be seen from the quality of the leaders in the new organizational structure at Pelindo III because they are selected employees who pass rigorous assessments to be able to escape from position degradation, whose numbers have decreased by 4x. In addition, the former structural officers from the old organization who were staffed made the atmosphere warmer in giving instructions because they were far more understanding than other staff and could pass on a more professional work attitude to other staff.

Pelindo III management through its structural officers as leaders always motivates subordinate members to work optimally and involves members' participation in every activity, always reminds them to evaluate attendance every month, part in routine field inspections, and inserts one session at meetings takes weekly or employees to express their aspirations, so that employees feel valued and motivated to show better work results.

The results of this study are also consistent with Arifana's (2015) research that change management has a significant effect on leadership style. This means that the better the change management, the better the leadership style. Leadership as a function of the leadership which is related to its formal position in a particular organization must be able to encourage the organization to develop in a better direction.

4. The Effect of commitment Organizational on Employee Job Satisfaction.

Employee dissatisfaction can also be seen in the process of promotion in companies that are deemed not open to anyone without discrimination, in line with previously stated that to take office, extra energy is needed in Pelindo III's organizational structure because available positions are cut and rivals increase. This could be a source of enthusiasm for employees who can see this problem from a positive side to improve their competence, but for some employees, it is something that is considered unsatisfactory to the company as a result of organizational changes even though employees feel they cannot leave the company due to losses natural employees outweigh the benefits.

The hypothesis of this study is that commitment has a significant positive effect on job satisfaction based on several previous studies such as research by Arishanti (2009), Baihaqi (2010), and Yuliawan and Supartha (2012), all of which have similar results, namely organizational commitment has a positive and significant effect on satisfaction. Employee work, which is contrary to the results of this study.

However, there is also research that is relevant to the rejection of this third hypothesis, namely research by Tahir (2017) which shows the results of commitment have a significant negative effect on job satisfaction. Tahir argued that the variable Organizational Commitment in the dimensions of continuous commitment and low normative commitment was shown by employees to be proven to increase job satisfaction.

5. The Influence of Leadership on Employee Job Satisfaction.

Various leadership indicators such as always giving clear instructions, making subordinates happy, involving subordinates' participation, and motivating subordinates to work optimally can of course increase job satisfaction of Pelindo III employees because employees will feel appreciated and humanized both in the process and in their work so that it will arise. a sense of satisfaction with work and the work environment. Communication between leaders and subordinates is well-established in solving work problems to be satisfactory for Pelindo III employees compared to the work itself, income, career, and co-workers. This means that Pelindo III has succeeded in building a good leadership attitude in the company so that the employees themselves appreciate this.

The results of this study are consistent with the research of Lumbanraja

(2009) which states that there are a positive relationship and significant influence between leadership style variables and employee job satisfaction. Research by Baihaqi (2010) and research by Yuliawan Dan Supartha (2012) suggested similar results, namely that style leadership has a positive and significant effect on employee job satisfaction.

6. Role of Mediation Variables.

Organizational change has a positive significant effect on organizational commitment with a value of $\beta = 0.69$, then commitment has a significant negative effect on job satisfaction with a value of $\beta = -0.15$ if the β value is multiplied, the total β value = 0.1035 is obtained. While organizational change has a significant positive effect on employee job satisfaction with a value of $\beta = 0.57$. So it is found that the value of employee job satisfaction from organizational change is smaller if it passes organizational commitment compared to job satisfaction which is directly influenced by organizational change. When viewed from the loading factor, the greatest indicator of commitment is affective commitment (employees have an emotional attachment to the company). It can be said that the employee has gone through various turmoil in the company, compared it with other companies, and got things that he felt he should have but was not. This is also reinforced by the majority of Pelindo III employees with service periods of > 10 years, resulting in a feeling of dissatisfaction with their own company.

As for the leadership variable; change organizational has a significant positive effect on leadership with a value of $\beta = 0.66$, then leadership has a significant positive effect on job satisfaction with a value of $\beta = -0.49$ if the β value is multiplied, the total β value = 0.3234 will be obtained. While organizational change has a significant positive effect on employee job satisfaction with a value of $\beta = 0.57$. So it is found that the value of employee job satisfaction from organizational change is smaller if it passes leadership compared to job satisfaction which is directly influenced by organizational change.

The effect of organizational change on employee job satisfaction is strengthened by this leadership, which means that organizational change has a significant positive effect on job satisfaction, instead, the satisfaction value becomes greater if it passes leadership as the mediating variable. It can be said that employees who go through organizational changes with clearer job specifications, shorter reporting lines, given flexibility by their leaders to complete work are things that are in line

with indicators of supportive, participatory, directive, and achievement-oriented leadership so that employees can maximize their abilities more so that employees feel satisfied with his work and what he gets from his company.

CONCLUSION

1. Entrepreneurial orientation does not contribute to the performance of MSME owners, meaning that entrepreneurial orientation;
2. Organic employees of PT. Pelabuhan Indonesia III (Persero) feels that organizational changes within the company support the leadership attitudes desired by employees;
3. PT. Pelabuhan Indonesia III (Persero) feels that organizational changes in the company can increase satisfaction in carrying their outwork;
4. Confidence of PT employees. Pelabuhan Indonesia III (Persero) in accepting organizational goals and wanting to stay with the organization do not support satisfaction employee with their work;
5. Leadership style applied at PT. Pelabuhan Indonesia III (Persero) can effectively increase or encourage an employee/subordinate to feel satisfied in his job to be bigger.\

ADVICE

Management at PT. Pelabuhan Indonesia III (Persero) should continue to maintain openness and communication with employees. For example, regarding the information on the objectives of organizational changes that have an impact on changes the composition of structural officials, this is to narrow the flow of dispositions and can make employees more active in working for competition healthy to get the desired position. And reflect how to lead so that employees can feel supported to carry out their work. . It can be given by giving awards to employees who perform well, in addition, it is given by giving intensive for employees who have succeeded in carrying out their duties well.

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GRADEMARK REPORT

FINAL GRADE

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GENERAL COMMENTS

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