

# Agribusiness Development Model of Domestic Chicken Commodity as Smallholder Farming in South Sulawesi Province

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## ABSTRACT

This study aims to obtain the results of a study on the behavior of domestic chicken agribusiness development in South Sulawesi province. The analysis model in this study uses a structural equation model to examine the relationship between variables in accordance with the proposed hypothesis. The variables studied in this study consist of exogenous variables including: production, marketing, and financial management capabilities; intermediate variables in this study are sales development; and variables of increasing business profits as endogenous variables. The three types of variables are built based on a theoretical approach that forms a constellation of relationships between variables, where each variable has dimensions and indicators. The respondents in this study were 250 managers of domestic chicken farms in Maros and Gowa districts. The results of the study found that generally respondents of domestic chicken farmers in Gowa and Maros districts have the ability of production, marketing, and financial management in increasing sales development and its impact on increasing profits. Based on the results of the study, it is expected that the chicken farming business in both districts can develop through the role of the government and related parties, so as to improve the standard of living of the community and increase the source of regional income.

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## I. Introduction

The chicken farming business is one of the promising businesses along with the level of orders with various types of consumer needs, both from various levels of society and from several industries, such as hotels, restaurants, and catering businesses. However, the phenomenon found shows that the prospect of the chicken market has not been able to encourage the growth of the number of business units that are able to survive in the long term. The development of chicken farming production is one of the main drivers in the agribusiness sector that has contributed to increasing people's income. This fact can be seen from the amount of gross regional domestic product reaching 43.68 percent compared to other sectors in South Sulawesi. On the other hand, the success of national economic development is indicated by three main things, namely, 1) the development of people's ability to meet their basic needs, 2) increasing self-esteem, and 3) increasing people's ability to choose (freedom from servitude) which is one of human rights. Thus, the potential of the domestic chicken business, which is supported by demand that tends to increase, has not been able to become a thriving industry. Some areas of South Sulawesi, especially in the districts of Gowa and Maros, still face several problems, including: low levels of skills and knowledge required in business management to improve the quality and quantity of production, availability of business capital, feed prices and market access. The phenomenon found is that generally domestic chicken (ayam buras) farmers still use very simple business management and are impressed as it is. The pattern of maintenance found is generally still using small land and some are using natural methods without adequate feeding, which has an impact on reproduction patterns. Likewise, marketing activities, where the community generally markets chickens that are not mature enough through intermediary traders so that the price received is relatively cheap due to economic pressure. The study in this research is related to the development of a model of production, marketing, and financial activities oriented towards increasing sales volume and increasing business

profits by raising research questions, namely: 1) how the influence of business behavior based on aspects of production, marketing and capital on the development of domestic chicken sales volume, 2) how the influence of the development of sales volume on the increase in business profits of domestic chicken breeders, 3) how the indirect influence of business behavior based on aspects of production, marketing and capital of business actors to increase profits through the sales volume of domestic chicken in Gowa and Maros district.

## II. Methods

In this study, the data used is qualitative which is quantified and arranged in the form of cross-section. The cross-section method is data collection in one period of time needed (Husain, 2004: 43). The research design is grouped into descriptive research to describe the characteristics of variables related to the phenomena that occur based on the perceptions of respondents in this case domestic chicken farming business actors. As for answering the hypothesis of this research, explanatory research is used, namely: research that tests the relationship between variables.

The variables studied are: production capability with symbol ( $\xi_1$ ), marketing capability with symbol ( $\xi_2$ ), and financial capability ( $\xi_3$ ). These three variables are exogenous variables or independent variables. Furthermore, sales development with the symbol ( $\eta_1$ ) as the intervening variable, and business profitability with the symbol ( $\eta_2$ ) as the dependent variable or endogenous variable. The population in this study was all domestic chicken farmers in Maros and Gowa districts in South Sulawesi Province in 2022, totaling 250 business owners (Office of South Sulawesi Province Livestock Services, 2021). Furthermore, the sample size was determined using saturated sampling. [32] suggests that saturated sampling is a sampling technique when all members of the population are used as samples. Furthermore, sampling based on the number of existing populations allows researchers to generalize with very small errors. Another term for saturated samples or census, where all members of the population are sampled.

Data searches were carried out using documentation, observation, questionnaire and interview techniques. Secondary data was collected based on documentation techniques which are data collection techniques from documents relevant to the problem under study. Meanwhile, primary data collection was carried out through the following steps: 1) observation, namely making direct observations of the object under study to obtain more accurate information, 2) questionnaire, namely data collection through a list of questions in writing using a closed questionnaire type through a set of questions containing alternative answers based on a Likert scale, 3) Interview, namely the researcher conducts a direct interview with the respondent by asking a number of questions as well as a cross check of the questionnaire data.

### A. Research Instrument Testing

Testing of research instruments is carried out through the validity and reliability of instruments empirically to determine whether the instruments are able to be understood and responded to by respondents. The validity test technique used is a correlation technique through the product moment correlation coefficient from Pearson based on computerization. The significance test of the r coefficient is carried out with the t test (5% significance level). The decision is said to be valid if the t-calculated value is greater than the t-estimated. Based on the computational results show that the instrument test results for all items are valid. Furthermore, the instrument reliability test is carried out to determine whether the question instrument shows the level of accuracy, accuracy, stability, or consistency in expressing certain symptoms of the respondent, even though it is carried out at different times on questions that are already valid. The test technique used is the Split-Half correlation technique using the Spearman-Brown formula. The interval scores of the odd-ordered items are summed so that the total score of the odd hemisphere is obtained. Likewise, the intervals of even-ordered items are summed and the total score of the even hemisphere is obtained. The test decision is taken by comparing the t-calculated value with the t-estimated value. The instrument is decided to be reliable if the t-calculated > t-estimated value. Based on the computational results show that the results of the instrument reliability test are declared reliable, indicated by the Cronbach' Alpha value above 0.8 and declared very good.

### *B. Data Analysis Design*

Ordinal data was obtained through the Likert scale method related to respondents' responses regarding production, marketing, finance, sales volume, and business profitability. As for capturing data based on respondents' responses to the variables studied, it is done by classifying data based on class intervals, so that an answer classification based on a Likert scale can be determined, following the order starting from Very Able (SM), Able (M), Able Enough (CM), Less Able (KM), and Unable (TM). This is done to equalize the data obtained from each variable studied (Husain, 2004). The ordinal data obtained through the Likert scale was then converted into interval data through the method of successive interval (MSI). The interval data obtained were then analyzed using structural equation modeling (SEM) analysis. Hypothesis testing in this study was carried out empirically based on structural equation modeling (SEM) analysis techniques with the help of Lisrel Version 8.5 software. The hypothesis proposed in this study aims to obtain study results related to: the relationship between exogenous variables and endogenous variables. The exogenous variables ( $\xi$ ) consist of Production Capability ( $\xi_1$ ), Marketing Capability ( $\xi_2$ ), and Financial Management Capability ( $\xi_3$ ). While the intermediate or intervening variable is Sales Development ( $\eta_1$ ), the endogenous variable is Business Profit ( $\eta_2$ ).

## **III. Result and Discussion**

### *A. Structural Equation Modeling*

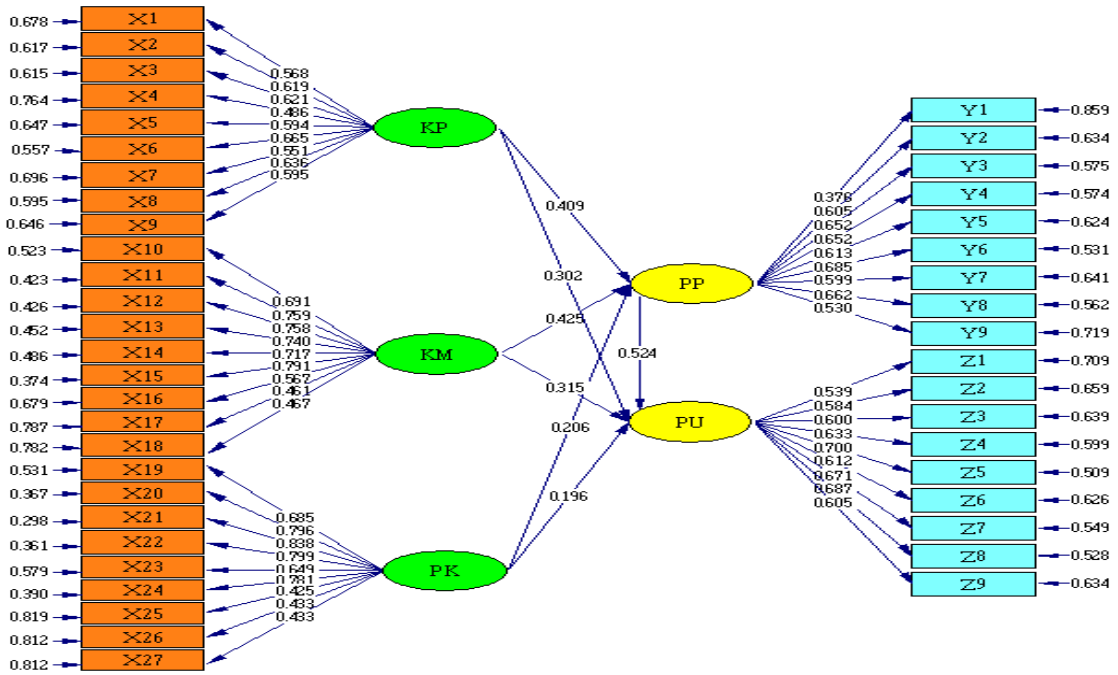
The use of Structural Equation Modeling (SEM) is based on two model approaches, namely the measurement model and the structural model. Both models each contribute, both to the size or value of the relationship between each variable and indicator and the structure of the relationship between variables that describe the constellation of relationships between variables built based on theory or theoretical constructs.

### *B. Measurement Model*

An empirical model can be said to meet the criteria if the results of measuring absolute suitability show goodness of fit on the RMSEA measure. The test results show that the RMSA value is close to 1 so it can be said that the resulting model has met the requirements of the goodness of fit index. The measurement model of all latent variables shows that the contribution of each dimension or manifest variable is above the value of the specified degree of fit, which is 0.7 with a calculated t value greater than the critical t value of 1,645 obtained through alpha 0.05 at an independent degree (df) of 250. Furthermore, the variance extracted value obtained is above the recommended value, which is 0.5.

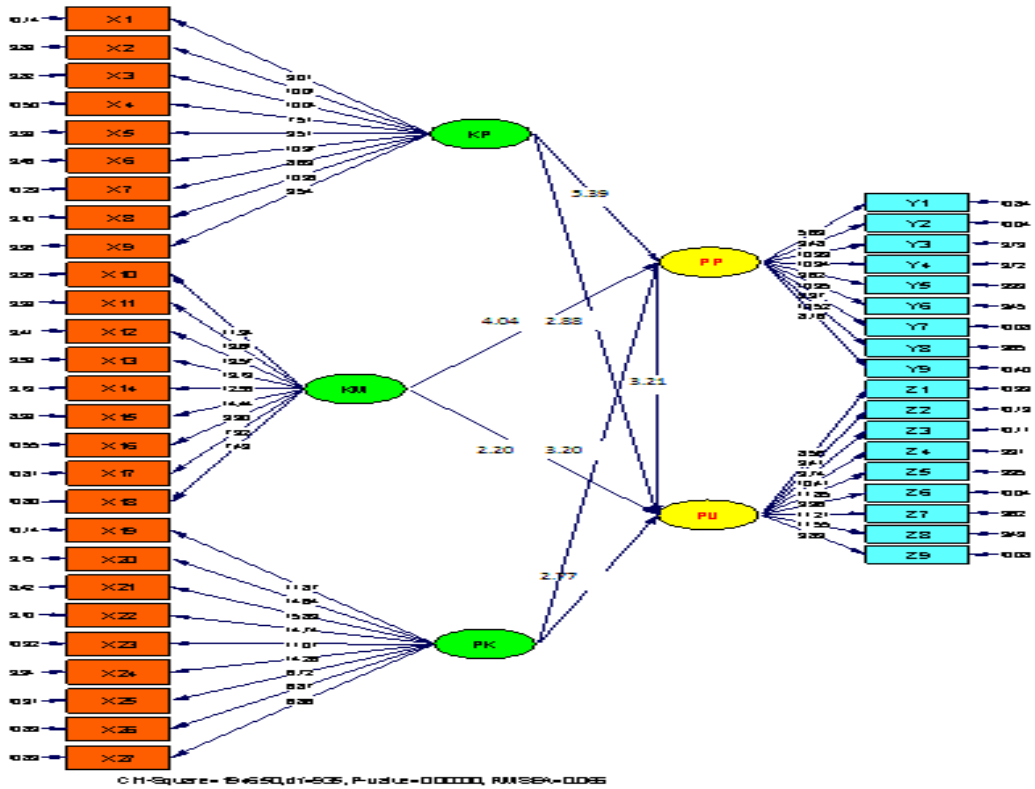
### *C. Structural Model.*

The results of data processing, obtained a full model path diagram as shown in the following table



<sup>a</sup> Source: Data Processing Results, Lisrel, 2022

Fig. 1. Full Model Path Diagram



<sup>b</sup> Source: Data Processing Results, 2022

Fig. 2. Structural Model and Measurement T Value

#### D. Hypothesis Test

The structural equation formulation between construct variables used to test the hypothesis in this study is as follows:

$$\eta_1 = 0,409 \xi_1 + 0,425 \xi_2 + 0,206 \xi_3 + 0.694$$

$$(5.386) + (4.043) + (3.023)$$

$$\eta_2 = 0,303 \xi_1 + 0,316 \xi_2 + 0,196 \xi_3 + 0.5245 \eta_1 + 0,9875$$

$$(2.878) + (2.197) + (2.768) + (3.207)$$

#### E. Hypothesis Test One

The formulation used for testing the first hypothesis is:

$$\eta_1 = 0,409 \xi_1 + 0,425 \xi_2 + 0,206 \xi_3 + 0.694$$

The results of the path analysis obtained the contribution of the overall direct influence of the independent variables on marketing development of 39 percent. This amount is much greater than the indirect effect through independent variables, which is 0.098 or 9.8 percent. While the magnitude of the direct influence contribution is obtained through multiplying the path coefficient of each independent variable. The value of influence based on the path coefficient shows that the marketing capability variable has a more dominant level of significance in direct and indirect influence on marketing development than other variables, followed by the production capability variable. Overall, the contribution of the influence of the three independent variables (production capability, marketing, financial management) on marketing development can be said to be quite significant at 0.5 or 50 percent. Thus, the results of the first hypothesis test are in accordance with the proposed hypothesis.

#### F. Second Hypothesis Test

The formulation used for testing the first hypothesis is as follows.

$$\eta_2 = 0,303 \xi_1 + 0,316 \xi_2 + 0,196 \xi_3 + 0.5245 \eta_1 + 0,9875$$

Based on this equation, the contribution of the effect of sales development on business profits is  $(0.5245)^2$ , namely: 0.2751 or 28 percent. Furthermore, the calculated t value obtained is 3.21 greater than the critical t value of 1.703 so that it can be said that the sales development variable has a significant influence on the business profit variable or the second hypothesis test results are in accordance with the hypothesis proposed.

#### G. Third Hypothesis Test

The formulation used to test the third hypothesis is as follows.

$$\eta_1 = 0,409 \xi_1 + 0,425 \xi_2 + 0,206 \xi_3 + 0.694$$

$$\eta_2 = 0,303 \xi_1 + 0,316 \xi_2 + 0,196 \xi_3 + 0.5245 \eta_1 + 0,9875$$

The significance level of the total indirect effect can be known through the calculated F value with the following formulation:

$$[(R^2)/K] / [(1 - R^2)/(n - k - 1)]$$

Where:

$R^2$  : quadratic standardized loading

K: number of variables that follow

n: number of respondents

Determining the F table value can be done through the following formula formulation.

$$\text{FINV}(\text{probability, deg\_freedom})$$

The calculated F value obtained is 1.4939 while the F table value is obtained at 1.2333 at alpha 0.05 where  $df_1 = 245$  and  $df_2 = 250$ . Thus, the simultaneous influence of production capability, marketing, and capital management variables on business profits through marketing development is significant, thus the statistical test results are in accordance with the hypothesis proposed in this study.

The variable that dominates the indirect influence on business profit through marketing development is the marketing capability variable followed by the production capability variable. Thus it can be said, both directly and indirectly, the marketing capability variable has a dominant influence on business profits.

## Discussion

The results of the analysis explain that there is an influence of business behavior based on aspects of production, marketing and financial management on the development of sales in domestic chicken farms in Gowa and Maros districts. Furthermore, it was found that the marketing capability variable has a dominant influence among other independent variables, followed by the production capability variable. On the other hand, the significance level of the influence of each independent and intervening variable was found to be quite significant on business profits. Therefore, it can be stated that generally, small-scale domestic chicken farms in the two districts of Gowa and Maros have the ability of production, marketing, capital management, and marketing development significantly affect business profits.

The results of respondents' responses show that most respondents responded that production capability is based on efforts to find various ways to increase the quantity of domestic chicken production. This indicates that generally respondents tend to try to create new methods or ideas in increasing the quantity of production based on the development of entrepreneurial character among domestic chicken farming business actors in Gowa and Maros districts. Ajzen (2005:3) suggests that attitude is a response to an attitude object that influences a person to support or not support, pleasant or not through a process of cognitive, affective, and psychomotor evaluation. Furthermore, Harris et. al. (2000: 5), the success of an entrepreneur is based on abilities or competencies, namely: knowledge, skills, willingness, and individual qualities that are shown through personality values such as the desire to realize new ideas or ideas to support the business activities carried out. Meanwhile, Timmons (1978: 7-11) identifies several characteristics of entrepreneurs, including: 1) having strength and drive, 2) dealing with failure, 3) having initiative and personal responsibility, and 4) tolerance of uncertainty. Thus, it can be stated that the behavior of domestic chicken farms in Gowa and Maros districts generally seeks to increase domestic chicken production through creativity and innovation. This is based on internal and external factors that shape a person's attitude to perceive stimuli through their cognitive, affective and conative abilities. Domestic chicken business actors generally have creative and innovative abilities demonstrated through personality values based on entrepreneurial-oriented attitudes and behaviors.

Partially, production capability has a significant positive influence on sales development, especially with regard to the ability of breeders to provide many choices, both in terms of size and price levels that attract consumers. In addition, domestic chicken farming business actors pay attention to the level of control related to the balance between the amount of livestock production and the amount of market demand and the timeliness of market distribution, so as to overcome the occurrence of excess or shortage of inventory and the timeliness of product sales that are carried out appropriately to avoid losses. Production capability is not only based on the number of products produced, but also based on the ability to control the smooth production process so as to balance with the desired capital, marketing and sales capabilities. Production capability has a less significant indirect positive influence on business profits through sales development as indicated by the positive contribution of the loading factor of 0.034 or 3.4 percent compared to the direct effect of 0.09 or 9 percent. This indicates that the ability of domestic chicken farmers to increase sales development is not absolutely from the production of farms managed, but can be sourced from other farmers with a profit-sharing system or selling to intermediary traders. Rasyaf (102: 2000) suggests that the sale of domestic chickens still adheres to the traditional marketing system where the purchase and sale of domestic chickens is carried out through collecting traders, both chicks and juveniles and then distributed to the market..

It was found in the field that many domestic chicken farmers in Gowa and Maros districts are involved in the domestic chicken plasma system by receiving seeds or chicks (DOC) and animal feed along with medicines and selling them back to the plasma core to be raised for a certain period of time. The results of the rearing are then handed over to intermediary traders at an agreed price level. Saptana et al. (2002) suggested that poultry farming has been developed through a core-plasma partnership system, with the capital owner as the core and the farmer as the plasma who provides

cages, equipment and labor, receives feed, vaccines, and manages and supervises the production program. Saptana further suggested that it is not uncommon for farmers to be in a weak position, especially with regard to bargaining power, because everything is determined by the capital owner. This is an indication of the lack of contribution from the production capability aspect to the development of sales which has an impact on increasing profit or business profit. Based on the two analysis results above, it can be explained that the contribution of the direct effect of the production capability variable on sales development is much greater than the indirect effect by considering other variables, namely marketing capability and capital or financial management capability on sales development. Furthermore, the direct effect of the production capability variable on business profit is much smaller than the indirect effect through sales development. Therefore, the increase in business profit is much more important if the company emphasizes on production capability oriented to sales development than if it is oriented to business profit. Thus, the achievement of domestic chicken farming business profits can be realized through production capabilities that are oriented towards increasing sales by paying attention to marketing capabilities and financial management capabilities.

Marketing capabilities for small-scale enterprises are generally constrained by access to market information and the strong role of capital owners who are willing to buy and accommodate from several chicken farmers at a certain price level. In these conditions, it is an obstacle for some farmers to be able to increase sales development which in turn has an impact on increasing their business profits. This study discusses the effect of marketing ability on increasing sales development and its effect on increasing business profits. Gusasi and Saade (2006) suggested that differences in business profits can be determined by marketing capabilities through sales development, so that it can be clearly different benefits and profits obtained at each level of business scale based on marketing management.

The results of the analysis obtained marketing capabilities have a positive influence contribution of 42.5 percent to the development of sales. The contribution of the influence is shown through three dimensions and nine indicators of marketing capability. The most dominant indicator contributing to the increase in sales is the indicator of product distribution related to the ability to adjust to consumer needs, both in terms of quantity and quality of products and the suitability of the time to deliver products to consumers. The next dimension is the target market, mainly related to the ability to do target market planning and market segmentation. Solomon and Elnora (2003: 221) state that segmentation is "The process of dividing a larger market into smaller pieces based on one or more meaningful, shared characteristics". Market segmentation can assist managers in utilizing their resources effectively and efficiently to improve customer service and satisfaction which in turn can increase the number of sales through regular and potential customers. From this opinion, it can be said that market segmentation is a customer-oriented and cost-saving manager policy. This emphasizes the importance of customer orientation (current customers) as a more cost-effective way to build customer loyalty which has an impact on profitable business. Increased customer loyalty will be an opportunity for the formation of advocates for the company in disseminating information to other consumers, such as: friends, relatives and coworkers to buy products / services from the same company. Thus it can be argued that marketing capabilities based on the target and broad market through the development of market segmentation is a demand for domestic chicken farmers to be able to increase the sales volume of their business. While other factors that contribute to the role, is the broad dimension of the market, especially related to indicators of expansion of the distribution of goods.

This study explains the contribution of the influence of marketing ability on business profits through sales development. The results of the analysis show that the contribution of the indirect effect of marketing ability variable on business profit through sales development is 0.2397 by taking into account the variables of production capability and financial management capability. Meanwhile, the contribution of the direct effect of the marketing ability variable on business profit is 0.035, which is much smaller than the indirect effect. In other words, the influence of the marketing capability variable is much greater in its contribution to increasing business profits if it takes into account aspects of production capability and financial management capability oriented towards increasing sales than if marketing capability is only oriented towards achieving profit or business profit without considering aspects of production capability and financial management and sales development. Gaspersz (2008:74) argues that marketing strategy is closely related to distribution channel activities in increasing the sales turnover of a product. This indicates that achieving sales targets is inseparable from the company's ability to plan and execute the right marketing program. Furthermore, Freddy Rangkuti (2009: 207) states that sales volume is indicated through the achievement of the target

number of sales of products or services that are assessed, both in units and rupiah in a certain period of time. Furthermore, Freddy argues that a company that has good performance can be measured by the growth in the number of customers, the increase in sales volume through the right marketing program which will have an impact on achieving the desired company profits or business profits. Meanwhile, Dalimunthe (2004: 83) states that the amount of profit earned depends on the amount of sales of goods marketed through a well-planned marketing program.

Thus, it can be argued that marketing capabilities require analysis of several marketing aspects before starting a business because the company's main source of income comes from the sale of products produced. In this regard, marketing capabilities have a major contribution in increasing business profits through achieving sales targets by considering production capabilities and financial management capabilities. Based on the results of the analysis related to the hypothesis test proposed in this study, the results show that the marketing ability has an indirect influence on increasing business profits through the development of domestic chicken sales in Maros and Gowa districts.

Furthermore, regarding the ability to manage finances or business capital, it was found that one of the weaknesses faced by most small and medium-sized businesses in evaluating the level of success achieved was due to a lack of attention to the importance of financial records related to the activities of spending and receiving finances from each business activity carried out. Not a few businesses have failed due to the lack of skills and knowledge of business actors in managing finances, including those related to recording and evaluating business finances. Business financial management requires financial reports or records related to the business activities carried out. Based on the results of the analysis, it shows that most respondents have a fairly good ability to manage their finances. Furthermore, from the results of the SEM analysis, information was obtained that the ability of financial management has an influence on sales development of 0.042 or 4.2 percent and is positive with respect to the variables of production capability and marketing capability. The magnitude of the influence contribution can be said to be less significant or does not have a big impact, but has an influence in increasing sales development by taking into account other variables. Gill et. al. (2006) suggest that financial management is part of business control based on financial statement records that can provide an overview of the level of business success and assist in planning future business development. The financial statements contain information including the achievement of profit or loss, the amount of costs and capital, so that it can be used as a basis for determining business development plans through production, marketing, sales and profit achievement plans expected in the future. Furthermore, the Bank Indonesia Financial Management Institute (2013), that in general, the objectives of financial management, including: related to the achievement of future funding targets, protecting and increasing the wealth owned, managing cash flow (income and expenditure of money), and managing debts and receivables. Thus, through good financial management, it is not absolutely completely direct effect on sales development, but it contributes greatly to the smooth running of other activities, such as marketing, production, and administration so that it greatly helps the company in determining the direction and objectives of future business development, especially with regard to sales development.

One of the main objectives of the company is the achievement of profit or also known as profit oriented. Achieving maximum profit is of course based on the ability of business owners to organize various activities needed for the smooth running of their business, including through good financial management. The ability to manage finances is one form of skill that needs to be owned by every business actor, including small and medium scale business actors. In this case, the research unit is domestic chicken farming business actors in Gowa and Maros districts. The contribution of indirect influence on business profit through sales development was obtained at 0.1234 or 12.34 percent by taking into account the variables of production capability and marketing capability. Meanwhile, the direct effect of financial management capability variable on business profit is 3.84 percent, much smaller than the indirect effect through sales development. This indicates that the ability of financial management is much greater contribution if it is based on the orientation of sales development than if it is oriented towards achieving profits. Organizing or managing finances properly, it can find out when the company needs funding, as well as knowing the company's performance through the level of business profitability achieved within a certain period of time. Thus, proper financial management can provide opportunities for companies to develop towards increasing profitability through production, marketing and sales activities.



#### IV. Conclusion

Based on respondents' responses, domestic chicken farms in Maros and Gowa regencies generally have good production, marketing, and financial management skills as well as the development of sales and business profits achieved so far. Furthermore, the development of sales of livestock businesses in Maros and Gowa districts is generally determined by the production, marketing, and financial management capabilities of business actors indicated by the positive influence of the variables of production, marketing, and financial management capabilities on sales development. On the other hand, partially, marketing capability has a dominant contribution to the influence on sales development followed by production capability. While the development of sales of domestic chicken farms has a positive influence on business profits. Next, it is concluded that the achievement of business profit is determined by the ability of production, marketing, money management through sales development. This can be seen from the magnitude of the indirect effect of endogenous variables which is positive on business profits through the intervening variable of sales development. In terms of direct and indirect influence, sales development has a dominant and positive influence on business profits.

Based on the above conclusions, it is recommended that the government through relevant agencies provide stimulus, both through counseling and training activities, especially related to aspects of production, marketing, and financial management of small businesses, especially domestic chicken farms. Given that the livestock sector, especially poultry in this study, domestic chicken is a commodity that contributes a lot to regional income. Furthermore, marketing capability is one aspect that needs attention, because the marketing capability variable has a dominant influence among other exogenous variables such as production capability and financial management on sales development..

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