

Study Of Import Fruit Value Chain From Importers To Wholesale Traders At PT. Segar Makmur Lestari

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Abstract - *H Fruit is not currently a food to be consumed by many people. One of the companies engaged in fruit procurement is PT. Segar Makmur Lestari as an importer of fruit in Semarang City. Currently, sales of PT. Segar Makmur Lestari are fluctuating and tend to decline which implies a decline in competitive competence, so that researchers are interested in studying the Value Chain Study of Imported Fruits from Importers to Wholesalers at PT. Segar Makmur Lestari. The research was carried out using qualitative methods. The informants in this study were employees of PT. Segar Makmur Lestari and their customers (Wholesale Traders). Collecting data through in-depth interviews, reviews literature and documentation and analysis using data reduction, triangulation and pulled conclusions. The results of the research are the stages of the value chain at the company, there are seven supply activities, namely: orders to foreign importers, arrival information, goods receipt, goods storage and stock taking, providing information to customers, receiving orders from customers, and shipping goods to customers. Value Chain at PT. Segar Makmur shows good condition, through cost reduction in each supply chain process so as to obtain a cost advantage that is intended to achieve the company's competitive advantage.*

Keywords: *Chain, added, advantage, production, competitive*

I. INTRODUCTION

Fruits today are no longer a foreign food to be consumed by many people. With the increasing population and changing times, culture and public awareness to consume fruit, Indonesian people have different fruit consumption habits from the past. Currently, many people have added fruit to their daily consumption. In contrast to the past, in fact fruit is rarely consumed by many people because the prices are not supportive and there are still not many people who sell fruit. In such conditions it becomes an opportunity for entrepreneurs to do business in the field of horticulture, namely fruit with the aim that everyone can get fruit where they are at an economical price and the best quality.

Some entrepreneurs take advantage of this opportunity by providing all kinds of fruit obtained by importing from several other countries so that the needs of consumers' desires for several kinds of fruit are fulfilled. The import of the fruit is carried out with several agreements between the entrepreneur and the importer as the provider of the fruit which is usually related to the type, price, quality and quantity.

One of the companies engaged in this field, namely PT Segar Makmur Lestari, is currently developing its business by always meeting the availability of fruit stock in its company. This is done by approaching and collaborating with fruit providers in several countries that have fruit with types that are in demand by many people. This is done by the company because there are many consumers in Indonesia with different interests so that companies are required to always provide goods or products that are usually sought after by many people.

Value chain analysis views the company as one part of the product value chain and is an activity that starts from raw materials to handling sales. This value chain also includes activities that occur because of the relationship between fruit providers and suppliers, namely PT Segar Makmur Lestari and also PT Segar Makmur Lestari's relationship with consumers, namely wholesalers. These activities are separate activities but are highly dependent on one another (Porter, 2001). Thus, the value chain is an important factor needed in companies to increase sales and distribution of their products to end consumers.

An effective value chain will trigger *value advantages* and *production advantages* which ultimately increase competitive advantage (Porter, 1985). The value chain also serves to identify the stages of the value chain where the company can increase the added value (*Value added*) for customers and streamline costs incurred so companies become more competitive through cost efficiency and increase added value (*Value added*) obtained through the activity of the value chain .

**Table 1. Data on Percentage of Fruit Spread
PT SEGAR MAKMUR LESTARI (by quantity)**

YEAR	BUY	SELL	%
2015	867,815	680,340	78%
2016	822,408	627,987	76%
2017	744,593	609,682	82%
2018	900,352	670,439	74%
2019	429,239	304,211	71%

Source: Data of purchases and sales PT.Segar Makmur Lestari 2015-2019

Based on table 1, it can be seen that the percentage of purchases and sales of PT Segar Makmur Lestari imported fruit products fluctuated from year to year. PT Segar Makmur Lestari experienced a decrease in product distribution by 2% from 2015 to 2016, and then increased again in 2016 to 2017 by 6%. From 2017 to 2018. PT Segar Makmur Lestari experienced a decrease of 8%. This implies that PT Segar Makmur Lestari has experienced a decline in competitive competence. From the explanation of the background, the researcher wants to know the value chain factors that occur in imported fruit at PT Segar Makmur Lestari so that it can increase added value for customers which will provide good potential for increased sales and can be more efficient in costs incurred for the company.

Many researchers have studied value chains such as Liana Mangifera (2015), Ahmad Baihaqi et.al (2014), Julian Witjaksono (2017), Reza Satriya Arjakusuma et.al. (2013), and Ratih Marina Kurniaty et.al (2012) all of them conduct research using quantitative methods so that not many use quantitative methods. With previous research using quantitative methods, researchers are interested in conducting a qualitative study with the formulation of the problem how the value chain of imported fruit from importers (PT. Segar Makmur Lestari) to wholesalers is more effective.

A. Value Chain Business Concepts and Functions

The value chain shows how a product moves from the raw material stage to the final customer. The value chain describes the various activities required to carry a product or service through the various stages of production (involving a combination of physical transformation and input from various producers, delivery to the final consumer, and final disposal after use. Six business functions of the value chain: Research and Development, Product, Service or Process Design, Production, Marketing & Sales, Distribution and Customer Service

The value chain model is a useful analytical tool for defining a company's core competencies in which a company can pursue the following competitive advantages: 1) Cost advantage by better understanding costs and pushing them out of value-adding activities. 2) Differentiation by focusing on activities related to core competencies and the ability to do better than competitors.

Value chain analysis shows the organization as a continuous process in value creation activities. The analysis is done by studying the potential for value creation. Porter divides activities into two categories, namely: 1) Primary activities, namely activities related to the physical creation of products, sales and distribution to buyers, and after-sales services. This activity consists of inbound logistics (inbound logistics), operations (operations), outbound logistics, marketing and sales (marketing and sales), and service. 2) Support activities, namely activities that provide the necessary support for the ongoing primary activities. This activity consists of purchasing / procurement (procurement), technology development (technology development), human resource management (human resource management) and company infrastructure (firm infrastructure).

B. Primary activities

Inbound logistics, associated with receiving, storing, and distributing inputs to products. This includes raw material handling, warehouse and inventory control. Operations, all activities needed to convert the inputs provided by logistics into the form of the final product. This includes machining, packaging, assembly and maintenance of equipment. Outbound logistics are activities that involve the collection, storage, and physical distribution of the final product to customers. This includes storage of finished goods in warehouses, handling of raw materials, and processing of orders. Marketing and sales, activities completed to provide the means through which customers can buy products and influence them to do so. To effectively market and sell products, companies develop professional advertising and campaigns, select appropriate distribution networks, and select, develop, and support their sales force. Services, activities designed to increase or maintain product value. The Company engages in a number of service-related activities, including installation, repair, training and customization.

C. Support Activities

Purchasing / procurement (procurement), activities carried out to purchase the inputs needed to produce the company's products. Purchase inputs include items that are all consumed during the product manufacturing process. Technology development is the activities undertaken to improve the products and processes used by the company to produce them. Technology development can take many forms, such as process equipment, research design and basic development, and service delivery procedures. Human resource management, activities involving the recruitment, training, development, and compensation of all personnel. Corporate infrastructure (firm infrastructure) or general administration (general administration), includes activities such as general management, planning, finance, accounting, law, and government relations, which are needed to support the work of the entire value chain through this infrastructure. The company strives to effectively and consistently identify opportunities and threats, identify resources and capabilities, and support core competencies. The value chain provides a systematic way to divide a company into different activities so that it can be used to examine how to group various activities within the company. By using this chain analysis the company can detect activities that do not provide added value (non-value added) so that they can be eliminated.

C. Competitive Advantage Strategy

A strategy is a coordinated and integrated set of actions taken to use core competencies and gain competitive advantage. The success of a company, as measured by strategic competitiveness and high profitability, is a function of the company's ability to develop and use new core competencies faster than competitors' attempts to imitate existing competitive advantages. Porter, competitive advantage is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry. Companies that have competitive advantages always have the ability to understand changes in market structure and are able to choose effective marketing strategies. The study conducted by Porter then established a generic strategy which was classified into three categories, namely cost leadership, differentiation, and focus. Each company's choice of a generic strategy will depend on an analysis of the business environment to determine opportunities and threats.

D. Cost Advantage Strategy

Cost advantage Strategy is one of two types of competitive advantage that a company may have. Cost is also very important for a differentiation strategy because a differentiator must maintain a cost position compared to competitors. Today many companies realize the importance of cost and many strategic plans of companies to set cost leadership or cost reduction as a goal. The Low Cost Strategy (cost leadership) emphasizes efforts to produce standard products (same in all aspects) at a very low cost per unit. These products (goods and services) are usually aimed at consumers who are relatively easily affected by price shifts (price sensitive) or use price as a decision-making factor. The cost leadership strategy is not without risk. A company's cost-leading production equipment can be obsolete through the technological innovation of its competitors. This innovation allows competing firms to produce at lower costs. Another risk is imitation. Competitors sometimes learn how to imitate low-cost strategies.

E. Differentiation Strategy

In a differentiation strategy, a company seeks to be unique in its industry on a number of dimensions that buyers generally value. The company selects one or more attributes that many buyers in the industry consider important and uniquely positions itself to meet these needs. Differentiation can be done by creating different products, providing different services, or creating a product image that is unique and different from other competitors. That way a product will be more easily recognized and provide a special attraction for consumers. So they prefer the company's products, compared to other products on the market. Some of the advantages that will be obtained by entrepreneurs and market participants from the differentiation strategy: 1) The product is easier for consumers to remember because the product is unique and different so that the product provides a special attraction for consumers. 2) The product is superior to other products, because it is different from other products that are mostly circulating in the market and make it easier to build consumer loyalty. 3) The selling price of the product is higher, because a product that has a special uniqueness will usually be hunted by consumers at any price. 4) Overcome the problem of market saturation. Considering that the sale of a product often experiences ups and downs in accordance with its constantly rotating life cycle, product differentiation can help entrepreneurs and market players when consumers are getting bored with the products they usually offer. 5) Help create a product image, because the more unique the product that the company offers, the easier it will be for consumers to recognize the product. And more and more consumers recognize the company's products.

F. Previous Research Review Previous

Research that has been carried out related to the theme under study is collected to be used as supporting data and references in order to reinforce existing theories regarding the value chain. Several previous studies that discuss the value chain in accordance with this study are as follows:

1. The study, entitled "Value Chain Analysis of Batik Written Products in Surakarta." The results showed that in general the performance of the main activity value chain batik in Laweyan was good (high), there were even some very high activities. Every activity in the value chain of written batik production in Kampong Batik Laweyan has added value (Value Added) (Magnifera, 2015).
2. Research entitled "Analysis of Value Chain and Value Added Cocoa Farmers in Paya Bakong and Geureudong Pase Districts, North Aceh Regency." The results showed that the value chain formed at the farmer and cooperative level was obtained from financial strength in the form of working capital assistance and production facilities (Baihaqi, Hamid, Romano, & Yulianda, 2014).
3. Research entitled "Value Chain Study and Analysis of The Added Value of Maize (Case Study in Konawe District, Southeast Sulawesi Province)." The results of the study show that the value chain has a significant effect on boiled corn agribusiness (Witjaksono, 2017).
4. Research entitled "The Value Chain in the Dairy Industry Case Study of PT Cisarua Mountain Dairy." The results show that the value chain of Cimory's fresh milk products has been quite good so far (Arjakusuma, Hartoyo, & Fahmi, 2013).
5. Research entitled "Competitiveness of PT Benar Flora Utama Based on Floricultural Value Chain Activities." The results of the study show that the value chain has a significant effect on the floriculture industry (Kurniaty, Fauzi, & Chozin, 2012).

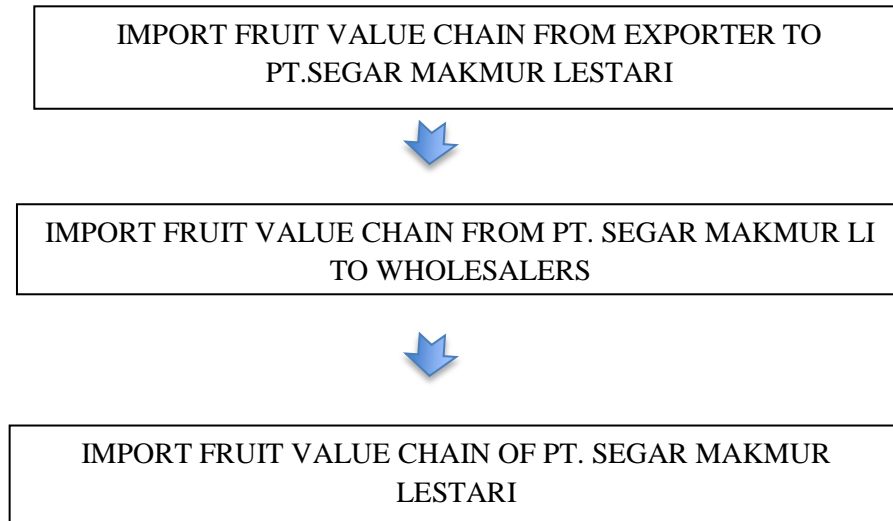


Figure 1 Research Flow of PT Segar Makmur Lestari
Research Flow

To obtain the findings in this study, the stages or research flow are:

1. Conducting observations and in-depth interviews with PT. Segar Makmur Lestari related to the supply chain process from exporters to PT. Segar Makmur Lestari to obtain value chain findings that occur in the process of supply flow of imported fruit from importers to PT. Segar Makmur Lestari
2. Conduct in-depth observations and interviews with PT. Segar Makmur Lestari relating to the supply chain from PT. Segar Makmur Lestari to wholesalers to obtain value chain findings that occur in the process of supply flow of imported fruit from PT. Segar Makmur Lestari to wholesalers.
3. Relying on the findings of the problem, the literature review and in the two stages of the research above, the findings regarding the study of this study were obtained.

II. METHODS

This study uses a qualitative method with a case study approach that takes the object of research at PT. Segar Makmur Lestari which is one of the fruit importing companies in the city of Semarang. This type of case study approach is a type of approach used to investigate and understand an event or problem that has occurred by collecting various kinds of information which is then processed to obtain a solution so that the problems revealed can be resolved. Case studies are included in descriptive analysis research, namely research conducted focused on a particular case to be observed and analyzed carefully to completion. Here it is necessary to do a sharp analysis of various factors related to the case so that an accurate conclusion will be obtained (Sutedi, 2009). Data collection techniques are the most strategic step in a study, because the main purpose of research is to obtain accurate data, so that without knowing the data collection techniques researchers will not get data that meets the standards set (Sugiyono, 2015). The data collection technique used in this study is to use depth interviews *in-(in-dept interview)* (Wahyuni, 2014), observation and documentation. The analysis technique used by the researcher is data reduction and triangulation. So from the results of this data analysis, the researcher can draw a conclusion.

III. RESULTS

A. Description of Research And Subjects

Object of the research is the problem under study. According to Sugiyono (2015) the object of research is one of the attributes of people, objects or activities that have certain variations set by the researcher to be studied and then a conclusion can be drawn. In this case the researcher chose the object (informants) namely marketing and customers (wholesalers) of PT Segar Makmur Lestari and the subject of this research was PT. Segar Makmur Lestari which was located in the city of Semarang.

B. Profile Informants

Informants in this study consisted of 5 people with the criteria, A Head of Marketing of Company PT. Segar Makmur Lestari and four people who are customers (Wholesale) of PT. Fresh Prosperous Lestari. The determination of these criteria is intended so that the selected informants are people who are able to provide accurate information (data) because of their involvement in the activities of the company that is the subject of this research. The characteristics of the informants in this study are as follows:

TABLE 2. List of Informants

Name	Gender	Description
Build	Male	Marketing PT Segar Makmur Lestari
Yohanes	Male	Part warehouse PT Segar Makmur Lestari
Sum	Female	Wholesaler at Johar Market
Meeting	Men's	Wholesaler at JoharMarket
Yanto	Male	Employee of Lion Superindo Siliwangi
Mila	Female	Employees of Lion Superindo Kedungmundu

C. Overview of Research Results

Based on data collection in the field, namely the results of observations and in-depth interviews, the researchers found that the primary activity of PT. Segar Makmur Lestari is inbound logistics which includes orders to exporters, arrival information, receiving goods, unloading goods, storing goods, and outbound logistics which includes providing information to customers, receiving orders from customers, sorting before packaging, loading and shipping processes to customers. While the supporting activities are technology development, human resource management and company infrastructure.

The following are the details of the activities of each stage of the process, both primary activities and supporting activities: Orders to Overseas Exporters, at this stage the activities include stock taking the results are in the form of many and kinds of fruit to be ordered, requesting information on fruit to be ordered including the offer price via whatsapp, negotiate the price and quantity via whatsapp and then make a PO (Purchase Order) to foreign fruit exporters.

Arrival Information, at this stage the activities include obtaining information from marketing (about the arrival date, item of goods, quantity of goods, identity of the carrier car, container and driver) then recording it then ending with the preparation of the warehouse location as a place to store it.

Receiving goods, at this stage the activities include receiving arrival information from the warehouse division, checking by sampling (if the results of sampling damaged/ripe fruit are equal to or more than 5%, submitting discount negotiations to fruit exporters) and trying the taste of the fruit ending with a decrease in goods.

Goods storage and stock taking, at this stage the activities include the division of storage warehouses (arranging porters to move goods from the transport car to the warehouse (goods). chiller is a warehouse equipped with a room temperature controller with a temperature range of 7⁰ C to 15⁰ C usually for storing fruit or fresh vegetables) and arrange them, giving an identity such as the name of the fruit, the date of entry to regulate the entry and exit of goods using the FIFO (method first in first out), as well as a sorting process, namely if there are fruits that are too ripe, moldy or rotten to be removed from the warehouse and separated. from fruit that is still good, complete with noting the fruit items and the quantity of fruit that is sorted and repackaging the fruit that is still fresh.

Providing information to customers, at this stage the activities include conveying information to customers including fruit items, quantities and prices. Receiving orders from customers, at this stage the activities include recapturing customer goods orders into an order form that contains the agreed item, quantity and price.

The delivery process to customers, at this stage the activities include grouping order forms according to routes, recording fruit items and fruit quantities after being weighed, arranging the most efficient shipping route so that not much time is wasted, informing the delivery time to customers, loading the goods by arranging the goods. the truck is not slammed, ensuring the goods sent are in the best quality and original condition.

Handing over to the customer, at this stage includes the customer carrying out a series of activities that ensure that the goods received are in good condition, if in the process there are damaged goods, the customer gives a note regarding the fruit item and its quantity to be submitted for a return if it does not ask for a new discount later the customer submits a certain amount of money after submitting a return and discount request.

D. Discussion

Value chain is an effort to add value to the product by moving from one location to another or making changes to the product that can add value to the product (Janvier, 2012). Based on the results of interviews and observations of informants, the value chain on imported fruit from PT. Segar Makmur Lestari occurs starting from goods coming from foreign exporters to retailers at the retail level as follows:

The process of adding value at the order stage to foreign exporters to receiving goods in the form 1) the accuracy of the order quantity with the needs of the importer. This can reduce the level of risk of damage and loss of goods that have an impact on storage cost efficiency (Warren, et al., 2014). 2) ask exporters for information about fruit items visually via whatsapp, quantity and price according to the agreement. This is done in order to be able to get the right purchase price not to be expensive and to get the fruit needed to have the quality expected by the importer. 3) get arrival information (about arrival date, item of goods, quantity of goods, identity of the carrier car, container and driver) this is done in order to eliminate the cost of picking up errors and eliminate the cost of waiting for loading and unloading at the port. 4) receive information on arrival at the warehouse and conduct sampling. This is done to reduce waiting and loading and unloading costs (arrival information at the warehouse) and reduce costs incurred due to damage during transportation (sampling of fruit to be received).

The process of adding value to the goods storage stages up to the stage to give information to customers in the form of: *first*, placing the fruit in the warehouse (**chiller**) see an explanation of the chiller where the room temperature is set between 7⁰ C to 15⁰ C can keep fruit or vegetables last longer up to 20 days (Hamaisa, Sutrisno, & Purwanto, 2007) thereby reducing the cost of fruit damage during storage. *Second*, managing it using the FIFO method, stock taking and sorting can reduce costs caused by fruit damage.

The process of adding value at the stage of receiving orders from customers to handing them over to customers in the form of: *First*, arranging delivery routes, arranging goods in trucks and lowering them without being slammed. This is intended to obtain the closest route, speed up delivery time and not damage the fruit so that it has an impact on reducing the number of damaged goods caused by the transportation process (Pantastico, 1986). *Second*, accepting returns and giving discounts to customers due to damage to goods during transportation, this gives assurance to customers that the fruit received is of good quality and gives satisfaction to customers even though it is expensive, but in the long term PT. Segar Makmur Lestari will benefit.

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IV. CONCLUSION

The value chain at PT. Segar Makmur Lestari creates added value through storage cost efficiency, obtaining the right price for quality products, eliminating the cost of picking up errors and loading and unloading waiting costs, reducing the cost of damage during loading and unloading, reducing the cost of damage due to storage, reduce the cost of transportation damage and efficiency of delivery time as well as timely delivery of goods so as to provide satisfaction to customers. In this study there are limitations to only reviewing aspects of primary activities, not yet examining aspects of supporting activities so that researchers recommend further researchers to be more comprehensive to examine both activities Currently, business actors still have limited control over their supporting activities.

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