MSMEs HR Understanding of Copyright Protection of Creative Works for Digital Marketing in Social Media Platforms in the Digital Era
(Study on MSMEs assisted by the Bandung City Chamber of Commerce)

Nina Nurani1); Nurul Hermina2; Erwin Firdaus3

1) nina.nurani@widyatama.ac.id, Widyatama University, Bandung, Indonesia
2) nurul.hermina@widyatama.ac.id, Widyatama University, Bandung, Indonesia
3) erwin.firdaus@widyatama.ac.id, Widyatama University, Bandung, Indonesia

*) Corresponding Author

ABSTRACT

Objectives: The human resources and individuals in MSMEs must have a comprehensive understanding of the importance of copyright protection which has been regulated in Law No. 28 of 2014 for assuring the existence of fair market and trade. This study aims to find out how the understanding of MSMEs HR towards copyright protection for digital creative works in social media platforms in the digital era.

Methodology: This study uses descriptive qualitative analysis and normative juridical analysis to assess the phenomenon that occurs in human resources in MSMEs. The data used is cross-sectional data from 40 MSMEs in Bandung, combined with legal interpretation and construction methods.

Finding: The results indicate that 26% of MSMEs in Bandung City still do not understand the meaning and importance of creative digital marketing work as an asset. They need to get copyright protection as an exclusive right through registration. It also indicates that 14.7% of MSMEs do not understand the consequence of digital content marketing copyrighted works if it gets commercialized as it provides royalty benefits. This finding implies and encourages more creative and innovative works for digital marketing in social media platforms for MSMEs to obtain business competitiveness in the digital era.

Conclusion: A comprehensive understanding of the importance of copyright protection for creative digital works through registration is crucial. The active role of the government is needed to educate MSMEs. This study recommends that future studies can be done using a quantitative verificative method by adding and considering other variables such as MSME's performance and organizational culture.

Keywords: MSMEs HR, Digital Marketing, Digital Era

Submitted: 2023-10-25
Revised: 2023-11-11
Accepted: 2023-11-13

Article Doi:
http://dx.doi.org/10.22441/jurnal_mix.2023.v13i3.014
INTRODUCTION

The human resources and individuals in MSME are the most important pillars of the economy, considering that out of the 64.19 million business actors in Indonesia, the dominant position is 64.13 million or around 99.92%, are occupied by MSMEs from the entire business sector (Limanseto, 2021). Likewise, MSMEs in Bandung City have a strategic role in the regional economy. Micro MSME entrepreneurs in Bandung City are 111,627 or 75% of the total number of MSME groups of 147,073. Meanwhile, the number of MSMEs registered with the Bandung City MSMEs Office is 6,409 (BPS, 2021). MSMEs which run in the fields of culinary, fashion, craft, handicraft, event organizer, and trade are the backbone for improving Indonesia's creative economy. Therefore, it is necessary to strengthen the business from upstream to downstream, especially by providing wider market access to export markets (Haryono, 2021). One of the crucial obstacles faced by MSMEs in Bandung, apart from the lack of product innovation, is that they have not maximized digital marketing using social media platforms (Nuraeni, 2021).

This issue then forces the HR of MSMEs in Bandung to carry out digital transformation to compete internationally and get a bigger market to contribute greatly to the national economy. A study conducted by Ramli et al. (2020) has stated that digital marketing platforms have contributed to the growth of e-commerce in Indonesia. In addition, disruptive innovation in digital transformation has certain characteristics that can simplify a complicated and expensive product, system, and governance to become a quality and affordable innovation (Ramli et al., 2020) which must be supported by adequate legal certainty, such as through copyright.

This is in response to the changing industry demands due to technological disruption, as digital business is one of the fields that are currently emerging. Rapid progress and technological developments bring about the phenomenon of the era of disruption. According to Clayton Christensen, "disruption" is an opportunity and an innovation that will be profitable (Ramli et al., 2020; Sari & Frianto, 2023). Within this digital era, HR in MSMEs in Bandung City needs to make a transition, migration, or switch from conventional business to digital business. The digital era has had a positive impact on MSME activities, including the one in Bandung.

Migration of traditional marketing practices to digital marketing requires a challenging effort. However, this shift must be carried out by MSMEs, especially in the aspect of creative digital marketing as it can strengthen brands and increase sales. This is supported by Vinuri (2022) who stated that creative marketing ideas are crucial to raise brand awareness and increase sales amid the shifting agenda towards e-commerce which dominates the retail industry. For MSMEs, this is also relevant to expand and strengthen their market share which can be done through the optimization of the use of social media platforms as a creative work of digital marketing content. Hence, support from various parties is needed to guarantee the certainty of rights protection for creators of creative digital works, including in HR MSMEs. In addition, the inclusion of sustainability into entrepreneurial activities ensures that sustainability and innovation are additional aspects rather than the integrative aspects of entrepreneurship (Soelton et al., 2021).

To transform towards a digital ecosystem in the digital era, it is necessary to have security and convenience in the form of copyright protection to ensure the existence of a fair market. This matters more for content creators on various social media platforms who create content as a strategy to compete in the market, yet do not have enough understanding of the importance of
copyright itself. Therefore, HR in MSMEs in Bandung must make efforts to improve the quality of their HR to be adaptive in digital technology practices. This is to ensure that the MSMEs can carry out fair e-commerce management with the main concern and attention to understanding the importance of registering innovative products in the Intellectual Property Rights domains (Devina, 2022), including copyright to obtain adequate protection and ensure legal certainty.

The digital platform is conceptualized as a digital-based infrastructure equipped with computing and network resources that enable the parties involved to develop the required content. Digital platforms have become the main mode that governs various aspects of life, including economics, politics, and social interactions. In the past 15 years, platforms such as Amazon.com (e-commerce), Edmodo (education), Gojek (transportation), Facebook (social media), Instagram (social media), YouTube, and others have emerged. Internet-based platforms cannot be separated from the economic and intellectual property aspects, especially copyright. Copyright is a natural right, protected, and can be defended against those who violate it, as it needs to be respected by anyone (Irawati, 2019).

Copyright adheres to the existence of rights that are solely intended for the creator. Thus, no other party may use these rights without the permission of the creator or person who receives the rights (Nurani et al., 2020). It is also commonly referred to as exclusive rights which consists of moral rights and economic rights as formulated in Article 4 UUHC. The moral aspect that can be associated with a search for existence as well as the economic aspect cannot be separated from the element of the economic value obtained from a copyrighted work. A culture of concern for copyright on digital platforms is currently starting to grow. MSMEs in Bandung belong to an internet community that is competing to create content on social media, such as YouTube to expand the market. However, the big challenge that must be faced by creators of digital platforms is the rise of various forms of infringement on these copyrighted works.

Creative digital is prone to various problems involving creators and copyright holders with content creators. Creators and copyright holders often infringe on their exclusive rights due to the actions of other content creators who use their creations without permission. Videos uploaded by content creators have become popular among video enthusiasts on YouTube. Compared with shopping online where customers can’t see the actual product, this often leads to disappointments, such as the product that arrived didn’t meet their expectations, fake branded, low quality, and different colors (Hartono et al., 2023). Likewise, cover and parody videos get an economic value from the monetization system implemented by YouTube. This affects economic rights in the form of royalties that should be obtained by creators and copyright holders. Another copyright infringement problem is the existence of illegal download facilities which are accommodated by third-party sites. When examined from the process of creating content on YouTube, the video or content creator usually downloads some work as a complement to the video content they created. However, there are some music videos or songs obtained that can be downloaded and used freely from the YouTube platform itself but some also cannot be used due to the copyright issue itself.

The crucial obstacle faced by MSMEs is that they have not comprehensively understood the meaning and importance of copyright protection for creations which are assets that need to be protected. Copyright registration can be done through the Directorate of Copyright and Intellectual Property. When a copyright certificate is obtained, it becomes a form of protection in the form of exclusive rights, both moral and economic which have a strategic role in
encouraging creators to continuously produce their works. It matters more in the creative industry given the existence of commercial exploitation in the form of licenses, franchising, technology transfer, and transfer of rights. Copyright is a reward for the creator's achievements.

The results of pre-survey interviews with 20 MSME entrepreneurs in Bandung City indicate that there is still a lack of registration for creative digital works due to the lack of understanding regarding the meaning and importance of copyright protection for content creators when using digital platforms as a means of access to expand the market.

Table 1. Pre-survey: “MSMEs Understanding of the Importance of Copyright Protection”

<table>
<thead>
<tr>
<th>No</th>
<th>Question</th>
<th>Do not Understand</th>
<th>Misconception</th>
<th>Understand</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Registered copyrighted works give rise to moral and economic rights for the creator</td>
<td>30</td>
<td>45</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Creating digital content marketing creativity requires copyright protection</td>
<td>65</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Care about the norms and rules of copyright protection for the creation of digital content marketing works</td>
<td>20</td>
<td>70</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Copyright protects the creator's moral rights in the creation's existence and popularity</td>
<td>65</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Ignoring copyright protection, using, or changing other people's copyrights without rights or without the author's permission will be subject to sanctions</td>
<td>75</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>If a digital content marketing copyrighted work is commercialized by another party, there is an obligation to pay royalties to the creator</td>
<td>65</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: Processed from pre-survey results

Based on Table 1, the results of a pre-survey of 20 MSMEs in Bandung City are that 30% of the MSMEs still do not understand that registered copyright gives rise to moral rights and economic rights for creators. Most of the MSMEs (65%) do not understand that creating digital content marketing requires copyright protection. 20% of the MSMEs do not care about the norms and rules of copyright protections while 65% do not understand that copyright protects the moral rights of the creator in the existence and popularity of the creation. 75% of the MSMEs do not realize the sanctions for ignoring copyright protection and 65% of them do not understand the royalty issues in copyright protection. Overall, it indicates that on average, most MSMEs still do not understand the importance of copyright protection for creative digital works as a means of competitiveness in the digital era.

This problem is very crucial. The main thing regarding the protection of innovative MSME content creator products in Bandung City is the lack of awareness and information on the importance of copyright issues. The problem also lies in the lack of understanding of registration procedures for digital products as it becomes an effort for copyright protection and intellectual property rights. The passiveness of MSME's human resources as business actors to protect their employees will have an impact on weak competitiveness in the digital era market which will affect the economic value of present and future work and subsequently affect both regional and national economies.

According to the Incentive Theory, creators need to be given incentives in the form of royalties to recover all costs, energy, and time for the creativity they produce if the creative works are registered which is also in line with The Recovery Theory (Nurani et al., 2020). Recovery
Theory and Incentive Theory emphasize the necessity to ensure the sustainability of activities (Sherwood, 2019) if the creative works are registered. This is still in line with The Absolute Monopoly of The Market and The Monopoly of Use of One's Personal Creation (Nurani et al., 2020). According to the theory of natural law, the owner of intellectual property rights has “absolute ownership” (Alfons, 2017) if the creative work is registered.

Copyright is a legal guarantee to the creator as it can provide legal certainty to benefit economically during the protection period. This is in line with what is stated by Wood & Smith (Wood & Smith, 2005; Alfons, 2017; Nasution et al., 2023).

This study is carried out to answer the research gaps that exist in HRM and law literature and practice, mainly in the context of MSMEs. The study on MSMEs understanding of digital marketing to enter social media platforms has been done by previous scholars (Gao et al., 2023; Sultan & Sultan, 2020; Santos et al., 2022), mostly on its relationship and impact on MSMEs performance, sustainability, and business success. However, the existing literature has neglected the crucial role of the understanding of copyright protection of the MSME actors. The present study attempts to bridge the gap by carrying out a cross-sectional study combined with legal interpretation and construction methods to shed light on the HR MSME’s understanding of copyright protection, especially in their creative digital marketing practice.

Therefore, researchers are interested in studying "How is the understanding of MSMEs HR towards copyright protection for creative digital marketing work on social media platforms in the Digital Era" with a study on MSMEs assisted by the Bandung City Chamber of Commerce.

LITERATURE REVIEW

This study uses the Incentive Theory and Recovery Theory which states that creators need to be given incentives in the form of royalties to recover all costs, energy, and time for the creativity they produce (Nurani et al., 2020). Both theories emphasize the necessity to encourage the sustainability of activities (Sherwood, 2019) and are in line with “The Absolute Monopoly of The Market” and “The Monopoly of Use of One's Personal Creation” (Nurani et al., 2020). According to the theory of natural law, the owner of intellectual property rights has “absolute ownership” (Alfons, 2017). Copyright is a legal guarantee to the creator that provides legal certainty to benefit economically during the protection period through his works. This is in line with what is stated by Wood & Smith (Wood & Smith, 2005; Alfons, 2017).

To complete the study, the authors refer to several previous studies. Irawati (2019) studied the role of digital rights management (security technology) to protect copyright in the digital age. The research results stated that copyright is an exclusive right attached to the creator who has personal power over the work in question. In this regard, information is protected when the creator changes it into digital form (Irawati, 2019). Furthermore, Vinuri (2022) in the study entitled “Strategy for Development of Micro, Small and Medium Enterprises (MSMEs) in Kletekan Village Through Creative Digital Marketing” emphasized the importance of creative digital marketing as an effort to develop the economic value of MSMEs and brought its success. Intellectual property right implementation is examined by Alfons (2017) who viewed it through the perspective of the legal state. The study by Nurani et al. (2020) highlights the role of protection of merchandise works in the creative industry to improve economic development in Indonesia. In addition, the application of intellectual property rights for MSME actors has been
proven by Salam et al. (2021) to improve the regional economy. Finally, this study also refers to the study from Ramli et al. (2020) about the legal aspects of e-commerce platforms in the digital transformation era.

There are substantial differences between several previous researchers and this study. This study focuses on the HR of MSMEs in Bandung City as the analysis unit and it focuses more on the understanding of copyrights. This study can be used as a reference for managing digital marketing creative works on social media platforms as part of intellectual property rights in the digital era and it is one of a new study that has not been examined by previous researchers.

**METHOD**

This study uses a qualitative approach, mainly descriptive qualitative and normative juridical approach to understand more about the phenomenon and correlate it with the existing laws. Descriptive qualitative analysis technique includes frequency distribution which is carried out by arranging data based on certain categories, to be collected, processed, analyzed, and presented descriptively in numerical forms. It is used to illustrate the perception of HR in MSMEs in Bandung City in understanding copyright protection for creative works for digital marketing on social media platforms. In addition, this study also uses a normative juridical approach which refers to the analysis of legal concepts that emphasize the rules and norms of certain laws and regulations using the doctrinal-nomological method which starts from the rules of behavior (Prahassacitta, 2019). The normative juridical approach is carried out by tracing, researching, and reviewing law objects through the legal principles in the national or international regulations. With this approach, this study also carried out interpretation and legal construction by referring to the concept, theory, principles, and norms of national and international laws. In this study, the laws or regulations are focused on Law No. 28 of 2014 concerning copyrights in digital creativity.

This study uses cross-sectional data which is obtained at a point time approach (Purwantoro, 2019). The data is used to support qualitative descriptive analysis collected in field studies through questionnaire distribution and literature studies. On the other hand, the data used for normative juridical analysis are obtained from literature studies (secondary data) by collecting and compiling data related to the problem in this study to support the primary data. Primary data is obtained through the sample in this study which is 40 HR MSMEs in Bandung determined using purposive sampling method. Purposive sampling is used as this study targets certain MSMEs that run on creative digital works and is assisted by the Bandung City Chamber of Commerce and Industry.
The data analysis is carried out through qualitative descriptive and normative juridical methods. It provides a thorough explanation and description of all the problems studied, namely the understanding of the Bandung City MSMEs HR towards the protection of copyrights for creative digital works. It is regulated in Law No. 28 of 2014 concerning copyrights in digital creativity which are supported by primary materials obtained from field studies. In the analysis technique, a juridical analysis is first carried out on the laws and regulations. Then, the results of the two field studies, namely primary materials were collected, categorized, classified, and then analyzed. To be easily interpreted through legal construction, the results of understanding research on copyright regulation are transformed into legal terms and then harmonized with the results of the qualitative analysis as support for further conclusions.

This study is expected to be able to examine the understanding of HR in MSMEs in Bandung City on the protection of copyrights for creative digital works with juridical support in the form of laws and regulations, among others related to Law No. 28 of 2014. The law itself concerns copyright and the regulation of repressive legal remedies regarding criminal acts in the provisions of laws and regulations as an effort to protect copyright. Furthermore, the results of the analysis are used to answer the problem of the perception of MSMEs HR in Bandung City to understand copyright protection for creative works for digital marketing in social media platforms with methods of legal interpretation and construction.

RESULTS AND DISCUSSION

This study focuses on analyzing the understanding of HR in MSMEs on copyright protection of creative works for digital marketing in social media platforms in the digital era with 40 MSMEs in Bandung City as the respondents of the study. The majority of MSMEs in Bandung City business actors are 40 years old and under (62%) and 41-50 years old (38%). For education, most of the MSME actors have master's degrees (7%), bachelor's degrees (40%), diplomas (17%), and high school education (36%). The results for data analysis of the understanding of 40 MSME business actors who become respondents of this study regarding copyright protections for creative digital works in social media are presented in Table 2 below:

Table 2. Percentage of Respondents to Indicators
From Table 2, it is known that respondents understand creating digital content marketing that creativity is a work of creation with a level of understanding level 1 to 3 of 95.5%. This means that the MSMEs in Bandung City have a very high understanding that creating digital content marketing is related to copyright. However, they still imply potential copyright infringement on the copyrighted works of others by 0.5%. This is in line with Vinuri (2022) who mentioned the importance of creative digital marketing in developing the economic value of MSMEs.

The understanding of MSMEs in Bandung City that copyrighted works that are registered give rise to benefits, both moral rights and economic rights for creators has an understanding level of more than 1 to 3 of 90.5%. This means that MSMEs have a very high understanding of the meaning that copyrighted works that are registered have juridical implications for obtaining moral rights and economic rights as exclusive rights. Moral rights will provide legal protection for digital creator owners in the market. This is in line with The Monopoly of Use of One's Personal Creation (Phillips & Firth, 1999; Nurani et al., 2020). However, 9.5% still do not understand it which has the potential to violate rights against copyright regulatory norms.

The results showed that the understanding of MSMEs in Bandung City that creating digital content marketing creativity needed to get copyright protection if the work is registered with a level of understanding level 1 to 3 of 92.9%. This shows that the MSMEs understand that the creation of digital content marketing needs very high copyright protection. This can potentially
lead to not realizing that imitation, plagiarism, and other fraudulent acts will be detrimental to the creator. This is in line with the theory of natural law. The intellectual property rights owner has "absolute ownership" (Alfons, 2017) and needs protection.

The understanding of MSMEs in Bandung City regarding copyright protects certainty of the right to obtain economic benefits from their creations according to the time limit for their protection as stipulated in the Copyright Law with a level from 1 to 3 of 90.5%. This shows that the MSMEs understand that creative digital marketing works are protected by law to provide economic benefits to creators within the period specified by Copyright regulations has a very high level. This is in line with what was stated by Wood & Smith (2005); Alfons (2017). However, the results of the study show that there are still 9.5% who don't understand it, so they can potentially take advantage of economic rights without obtaining the creator's permission.

The respondents of HR in MSMEs in Bandung City have related concerns for copyright protection norms with levels 1 to 3 of 95.5%. This shows that the MSMEs are concerned with copyright protection norms with very high copyright protection. However, some still do not have this concern at 0.5%. Thus, the MSME's human resources still have the potential to violate the exclusive rights of the creator which will be detrimental to the copyright owner.

The understanding of MSMEs in Bandung City related to providing digital content marketing works as copyrights have limitations according to the community's need for legally guaranteed information to provide certainty of the right to use the profits of your creation for a set period with a level 1 to 3 of 85.7%. Therefore, MSMEs have a high understanding of the meaning that copyright provides certainty of the right to use the profits of their creation for a set period according to the deadline for the community's need for information as a form of appreciation for the work. Therefore, there are still 14.3% who do not understand. This is a potential for abuse of rights to the detriment of creators. This is in line with the Reward Theory which states that intellectual work needs to be appreciated in return for the effort it has produced (Sherwood, 2019).

The respondent's understanding of MSMEs in Bandung City regarding copyright protects the creator's moral rights in the creation's existence and popularity shows a frequency of more than 1 to 3 levels of understanding of 95.7%. This shows that the MSMEs understand that copyright protects the creator's moral rights in existence and the popularity of the creation is very high. However, there are still 0.3% who do not understand and who have the potential to be reluctant to register, so there is the potential for violations to occur. This is in line with being exclusive if registration is carried out according to Recovery Theory and Incentive Theory as a necessity to encourage the sustainability of activities (Sherwood, 2019).

The MSMEs in Bandung City respondents stated that they understood the sanctions for ignoring copyright protection in the form of ignoring copyright protection, to use, changes to other people's copyrights without rights or the author's permission with a frequency of more than 1 to 3 levels of understanding of 74%. Therefore, those who understand the sanctions for neglecting copyright protection are high. However, there are still 26% who do not understand this and have the potential to commit various frauds against the copyrighted work. Whereas, the creator needs to get protection from various violations because they already have a monopoly right on their work. This is in line with “The Absolute Monopoly of the Market” and “The Monopoly of Use of One's Personal Creation” (Nurani et al., 2020).
The results of research by MSMEs in Bandung City indicate that they understood digital content marketing creative works when commercialized by other parties and there was an obligation to pay royalties to creators with a frequency of more than 1 to 3 levels of understanding of 84.3%. This shows that MSMEs understand this digital content marketing creation if it is commercialized, by other parties there is an obligation to pay high royalties. However, there are still 14.7% of those who do not understand that they have the potential to commit various unfair actions. The creator needs to get royalties if the work is used by other parties who are not entitled. This is in line with "The Absolute Monopoly of The Market" and "The Monopoly of Use of One's Personal Creation" (Nurani et al., 2020).

The understanding of the Bandung City MSMEs towards copyright protection for digital marketing platform works is crucial in the digital era, considering that the use of digital marketing platforms to spur sales by MSMEs is increasing. Various content creators on various social media platforms as strategic marketing media in market access need security and convenience in the form of copyright protection to grow a fair market. This is in line with the results from Ramli et al. (2020) in a study entitled "Legal Aspects of the e-Commerce Platform in the Digital Transformation Era". The results explained a legal protection effort conducted in a preventive, repressive, and resourceful way in the protection of laws that utilize e-commerce platforms by the legal efforts of the use of regulations governing, especially in social media platforms (Ramli et al., 2020) and small and medium-sized enterprises (SMEs) must regularly assess, update, and adapt their product line (Diantoro et al., 2023; Nurjannah et al., 2022).

Protection has been provided by the government through Law No. 28 of 2014 concerning Copyright. However, unauthorized use and infringement of the creative work of other digital marketing platforms are increasingly widespread. The results show that there are still MSMEs who do not understand that their creations are assets and need to get copyright protection through registration so that copyright certificates are obtained as a form of protection of exclusive rights, both moral rights and economic rights. This is an obstacle to having a strategic role in encouraging creators to continuously produce their work.

The result of the present study is in line with the previous results (Gao et al., 2023; Sultan & Sultan, 2020; Santos et al., 2022), as the study on MSMEs understanding of digital marketing to enter social media platforms has been done by these previous scholars, mostly on its relationship and impact on MSMEs performance, sustainability, and business success (Vinuri, 2022; Irawati, 2022). However, the existing literature has neglected the crucial role of the understanding of copyright protection of the MSME actors. This finding implies the importance of copyright protection to encourage more creative and innovative works for digital marketing in social media for MSMEs to obtain business competitiveness in the digital era.

CONCLUSION

The results showed that 26% of MSMEs in Bandung City do not understand the sanctions for ignoring copyright protection in the form of changing, destroying, or eliminating digital information. Likewise, in understanding digital content marketing copyrighted works when commercialized by other parties, there is an obligation to pay royalties to creators of 14.7%. They do not understand it, so MSME actors have the potential to carry out unfair actions.

It is necessary to be more proactive in optimizing socialization from the Central and Regional Governments and other related parties to MSMEs in the City of Bandung regarding the importance of registration of digital content creative works to obtain certainty and protection
of both moral rights and economic rights in Law No. 28 of 2014 concerning Copyright from various acts of violators. This effort is motivating MSMEs to create digital content more creatively, create and innovate sustainably to win the market in the digital era. Furthermore, this study suggests future research be developed using quantitative verificative method by adding and considering MSME performance as the consequences and organizational culture as the mediating variable to obtain a more comprehensive research result.

REFERENCES


