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PRODUCTIVITY OF SMES IN THE WOOD PROCESSING INDUSTRY: CASE FROM "GEN Y" IN PPU AND KUTAI KARTANEGARA, EAST KALIMANTAN

Yohanes Kuleh*; Erwin Setiawan; Arvita Rachmawaty

Department Management, Faculty of Economics and Business, Universitas Mulawarman, Samarinda, Indonesia

* Corresponding Author: yohanes.kuleh@feb.unmul.ac.id

ABSTRACT

The urgency of this research is to investigate the partial effects of business length (BL), HR quality (HRQ), and capital (Cpl) on turnover (Tnr), labor costs (LC), market share (MS) to profits (Pft) from active SME clusters operating in wood processing from two East Kalimantan locations, i.e. Penajam Paser Utara (PPU) and Kutai Kartanegara. Data was taken and compiled from interviews with 211 Gen Y as business owners and verified via the panel regression method. In the context of the wood processing industry. This paper finds two main indications. The first model in PPU shows that: (1) BL has a significant impact on Tnr, (2) BR, HRQ, Cpl, and Tnr have a significant impact on LC, (3) BL, HRQ, Cpl, Tnr, and LC have a significant impact on MS, and (4) BL, HRQ, Cpl, and Tnr have a significant impact on Pft. In the second model with the case in Kutai Kartanegara, it proves that: (1) BL and HRQ have a significant effect on Tnr, (2) BL, HRQ, and Cpl have a significant effect on LC, (3) BL, HRQ, Cpl, Tnr, and LC have an effect significant for MS, and (4) BL, HRQ, LC, and MS have a significant effect on Pft. The originality of this idea promotes the continuity of SMEs towards a holistic cycle. Practical implications for SMEs in the wood processing industry in both places are able to encourage flexible strategies in business productivity by increasing HR quality, capital, market share and labor costs in a sustainable manner.

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INTRODUCTION

With the strength of forest resources, West Papua has the largest production forest area in Indonesia. When detailed, the area is around 14.81 million hectares. Compared with other provinces, Kutai Kartanegara is ranked second (9.74 hectares), then ranked third is Central Kalimantan (9.27 hectares), while the capacity of production forests in East Kalimantan (4.45 hectares) or ranked sixth based on ten regions which has production forests throughout Indonesia. Until now, the government classifies forests in Indonesia into three characteristics: (1) protected forests, (2) conservation forests, and (3) production forests. Of the three, production forests are classified as having the largest land area. At the national level, the total area of production forests reaches 68.83 million hectares. In 2020, this area consisted of 26.78 million hectares of limited production forest, 29.2 million hectares of production forest, and 12.84 million hectares of production forest for conversion purposes (Dihni, 2022). Production forests are forest areas where the products can be used or taken, both in the form of wood and non-timber. As an illustration, the use of production forests to develop certain land or to empower forest products that can be traded.

Uniquely, if it is actualized with the current conditions in the two areas producing the highest production forests in East Kalimantan, such as Kutai Kartanegara and PPU, then there is innovation in the wood industry and agricultural sectors. Take for example Kutai Kartanegara. BPS-Kutai Kartanegara (2023) provides information about the current regional economic situation, where from year to year (*yoy*), there has been an increase in Gross Regional Domestic Product (GRDP) growth in the agricultural sector. At the same time, the forestry and logging sectors contributed 1.12% of agricultural GRDP growth (21.24%) in 2021. For the same period, the manufacturing industry succeeded in stimulating Kutai Kartanegara's total GRDP at 16.49%. Even though the woodworking industry only forms the GRDP of the manufacturing industry around 0.72%, this score still reflects inclusive performance. This can be articulated as the integration of both economic fields. Lessons from PPU, BPS-Penajam Paser Utara (2023) explains the role of the wood processing industry and agricultural sector in regional GRDP growth. In 2021, the wood industry sector in PPU is quite aggressive compared to Kutai Kartanegara. Implicitly,

growth in the manufacturing industry was recorded at 17.81%, which was partly channeled by the woodworking industry (0.45%). The impressiveness of the timber industry cannot be separated from the strength of the agricultural sector, especially forestry and logging. Despite the economic crisis in 2019–2020, the agricultural economic growth trend in PPU reached 8.48%. There is a direct interaction with the GRDP of the forestry and logging sub-sector which grew 1.04%.

In the modern era, the majority of the Indonesian economy still relies on small and medium enterprises (SMEs). When Indonesia experienced economic tensions induced by the emergence of public social trust due to the monetary collapse, this was the starting point for the revival of SMEs (Jiuhardi et al., 2022). Since 1999 until now, SMEs have been the foundation of the economy which has proven to be crucial in supporting the prosperity of the population and is the most consistent among other economic sectors (Wijaya et al., 2022). The essence of SMEs that shines the most, emphasizes that their flexibility in macroeconomics and microeconomics is beyond doubt. Together with cooperatives, SMEs have always been a stakeholder concern to be highlighted (Wijaya & Kurniawan, 2022). In capital regulations, domestic authorities have stipulated Law Number: 7 of 2021 which categorizes SMEs excluding land and business building assets. According to Koeswahyono et al. (2022), on a small business scale, the net worth criteria are (Rp 1 billion–Rp 5 billion) and the net worth limit for medium businesses (Rp 5 billion–Rp 10 billion). The millennial generation, popularly called "Gen Y", was born in the period 1981-1996 (BambooHR, 2022). In 2022, their current age is in the interval 26–41.

In the employment context, Gen Y is automatically in the golden or productive age (Filatrovi, 2021; Wulandari, 2022). Interestingly, of all the positions, all professions have been occupied by the dominant Gen Y workforce. The transition from the older generation to Gen Y is not seen by companies as a threat that could lead to inequality in work commitment (Yudhaputri et al., 2021). Tactically, it also transitions to the use of Gen Y workers in SMEs in the wood processing industry sector.

There are varied job characteristics surrounding wood processing construction. Petruch & Walcher (2021), Stout et al. (2020), and Widjaja (2020) illustrate that the enthusiasm of Gen Y in positions as employees, young consumers, marketing segmentation, and some even occupying leadership positions in wood commodity industry companies in Austria, Indonesia and the US shows that there is a professional attitude and ethics, both at work and as product users. There is a specific research gap managing the wood processing industry involving Gen Y. Explicitly, Jahya et al. (2020) highlights the aspects that influence the turnover intentions of Gen Y workers in the wood manufacturing industry in Malaysia apart from the work environment and organizational strategy, i.e balance, attitude, work life, and personal.

Furthermore, Montague et al. (2021) revealed that Gen Y has the knowledge, insight and effective marketing techniques to change perceptions and attract new customers towards wood products compared to all existing generations. According to Fahrussiam et al. (2023), Gen Y is able to innovate in developing minimalist, environmentally friendly and unique furniture products without reducing the aesthetic value of wood.

From the existing situation, many strategic SMEs in PPU and Kutai Kartanegara focus on the forest wood industry. The success of SMEs in the wood industry in both regions is influenced by creative breakthroughs from generations of owners, especially Gen Y. SME sustainability is synonymous with market share and profit. Besides that, understanding these two aspects, ideally connected by turnover and labor costs. The existence of labor costs and turnover is also bridged by three vital dimensions in SMEs, including: (1) business length, (2) HR quality, and (3) capital. All pillars become an inherent unity and represent whether an SME will experience financial losses or surpluses in the future? This scientific work is dedicated to investigating the factors that influence turnover, labor costs, market share and profits addressed to SMEs oriented to the wood processing industry in Kutai Kartanegara and PPU.

RESEARCH METHOD

This research was designed to examine the causality between business length, HR quality, and capital on turnover, labor costs, market share, and profits of SMEs in the wood processing industry sector from May 2024–August 2024. In the initial stage, the research started with data collection. Databases are accessed from primary data. The primary data approach is set in an open survey format. The interview model invites selected informants to adopt purposive sampling.

In principle, the instrument used in purposive sampling involves and invites participants to ask for information regarding research objectivity. This technique was modified according to research identification inspired by some SME studies targeting primary data. The concept in purposive sampling is SMEs in the wood processing industry sector based in nineteen districts and five cities of Kutai Kartanegara-PPU who have legal business permits, have business experience (least four years), are willing to be exposed, are only intended for owner groups from Gen Y at various scales (upper, middle and lower management), aged 26 years (youngest) to 41 years (oldest) as displayed in Figure 1. In practice, there are population sizes that reflect different patterns of each SME cluster in the wood processing industry.

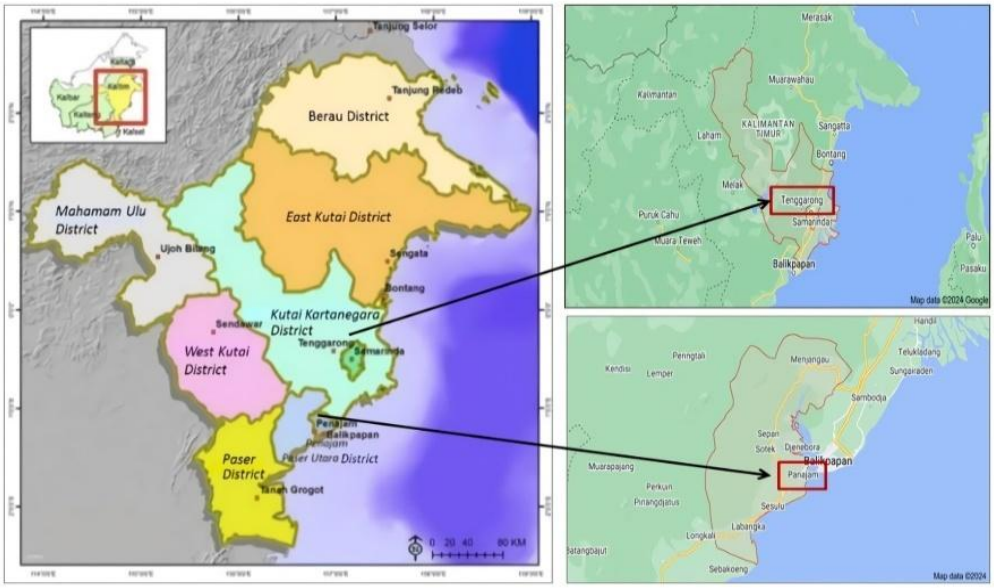

Figure 1.
Sample Location Map

Table 1 outlines the sample size. Assuming a probability of 5%, the total sample implemented is two hundred eleven (*n = 211*) which is divided into two phases. The number of PPU cases was one hundred and fourteen (*n = 114*), while the sample in Kutai Kartanegara was ninety-seven (*n = 97*). Generally, samples with a confidence level of 95% are widely used in social research (Memon et al., 2022; Sukiyono, 2018; Wijayanti et al., 2022).

Table 1. Sample Calculation

Zone	Populations	Sample
Kutai Kartanegara	2,274	114
PPU	1.935	97
Total	4.209	211

After obtaining the sample size, the survey data is processed and converted into variables. Each variable also has its own definition. The key variables are summarized in Table 2.

Table 2. List of Variables

Variable Name/Label	Indicators	Measurements	Scale
Business length/*BL*	Long duration of starting an SMEs.	Years	Interval
HR quality/*HRQ*	Formal and non-formal education levels include entrepreneurship	Years	Interval

Variable Name/Label	Indicators	Measurements	Scale
	training, soft skills maturation, workshops and skills certification relevant to SMEs.		
Capital/*Cpl*	SME capital obtained from annual sales, including net assets and credit loans.	Nominal (Rp)	Ordinal
Turnover/*Tnr*	Proceeds from sales of products made from certain wood raw materials during the selling period.	Nominal (Rp)	Ordinal
Labor costs/*LC*	Wage costs incurred by SMEs to employees per month follow the regional minimum wage.	Nominal (Rp)	Ordinal
Market share/*MS*	Percentage of sales volume in the wood processing industry produced by SMEs.	Percent (%)	Ratio
Profit/*Pft*	Margin ratio or net profit from wood processing production capacity.		Ordinal

The analysis tool is programmed via panel regression and to test each prediction between variables, it is projected using IBM–SPSS software. Of the seven variables above, business length and HR quality have the same quantity. Then, the same specifications are also reflected in capital, turnover, labor costs and profit. Only market share has a different interpretation of size from other variables. To synergize all variables into benchmarks, tabulated via logarithms. The equation function is simulated in the matrix below:

$$\hat{f} = \begin{bmatrix} Y_1 = X_1, X_2, X_3 \\ Y_2 = X_1, X_2, X_3, Y_1 \\ Y_3 = X_1, X_2, X_3, Y_1, Y_2 \\ Y_4 = X_1, X_2, X_3, Y_1, Y_2, Y_3 \end{bmatrix}$$

Referring to the econometric formulation above, it is written into four variable causality paths as follows:

$$\log Tnr = \beta_0 + \log \beta_1 BL + \log \beta_2 HRQ + \log \beta_3 Cpl + e_1$$

$$\log LC = \beta_0 + \log \beta_4 BL + \log \beta_5 HRQ + \log \beta_6 Cpl + \log \beta_7 Tnr + e_2$$

$$\log MS = \beta_0 + \log \beta_8 BL + \log \beta_9 HRQ + \log \beta_{10} Cpl + \log \beta_{11} Tnr + \log \beta_{12} LC + e_3$$

$$\log Pft = \beta_0 + \log \beta_{13} BL + \log \beta_{14} HRQ + \log \beta_{15} Cpl + \log \beta_{16} Tnr + \log \beta_{17} LC + \log \beta_{18} MS + e_4$$

Description of symbols: $\hat{f}$ (production function), $Y_{1,2,3,4}$ (dependent variable), $X_{1,2,3}$ (independent variable), *log* (logarithm), β_0 (constant), $\beta_{1,..}\beta_{18}$ (coefficient), *Tnr* (turnover), *BL* (business length), *HRQ* (HR quality), *Cpl* (capital), *LC* (labor cost), *MS* (market share), *Pft* (profit), and $e_1,..e_4$ (error).

Narratively, hypothesis generation consists of two options. First, the null hypothesis (H_0) and second is the alternative hypothesis (H_a) with the following proposition

1. The hypothesis is accepted if there is a significant relationship between the independent variable and the dependent variable;
2. The hypothesis is rejected if there is an insignificant relationship between the independent variable and the dependent variable.

RESULT AND DISCUSSION

Informant Characteristics

Table 3 shows the informants' opinions on some questions asked about variable components and business motives. The research scheme is directed at SMEs in Kutai Kartanegara and PPU which focuses on the wood processing industry. In the status of wood processing, Triana (2012) reviews that the management of this type of SME is bound by government regulations governing the primary industry of wood forest products which is divided into five: (1) sawmill industry, (2) wood chip industry, (3) industrial veneer, (4) industrial plywood, and (5) laminated veneer lumber/LVL. From the applicable regulations, the requirements for a "primary forest wood products industry" are if: (1) it uses input/raw materials in the form of large, medium or small logs, (2) there is a process of processing the raw materials into products that create added value, and (3) product output including sawn wood, veneer, LVL, wood chips, and plywood.

Table 3. Profile of Respondent

Compositions	Kutai Kartanegara (*n = 114*)		PPU (*n = 97*)	
	F	%	F	%
Sex				
a. Male	71	62	59	61
b. Female	43	38	38	39
Business length (years)				
a. 4–6	55	48	24	25
b. 7–9	49	43	46	47
c. >9	10	9	27	28

Compositions	Kutai Kartanegara (*n = 114*)		PPU (*n = 97*)	
	F	%	F	%
Trading products				
a. Plywood	48	42	20	21
b. Complementary building materials	12	11	13	13
c. Furniture	16	14	45	46
d. Crafts	38	33	19	20
Age (years)				
a. 26–30	24	21	52	54
b. 31–35	69	61	24	25
c. 36–40	15	13	5	5
d. >40	6	5	16	16
Employes				
a. 5–19	31	27	33	34
b. 20–99	57	50	49	51
c. >99	26	23	15	15
HR quality (years)				
a. 6–9	8	7	17	18
b. 10–13	41	36	51	53
c. >13	65	57	29	30
Capital (Rp)				
a. 1 billion–5 billion	66	58	44	45
b. 5 billion–10 billion	48	42	53	55
Turnover (Rp)				
a. 2 billion–15 billion	50	44	69	71
b. 15 billion–50 billion	64	56	28	29
Labor cost (Rp)				
a. 2,600,000–3,100,000	21	18	30	31
b. 3,100,001–3,600,000	47	41	25	26
c. 3,600,001–4,100,000	39	34	16	16
d. >4,100,000	7	6	26	27
Market share (%)				
a. Export	30	26	21	22
b. Domestic	63	55	59	61
c. Local	21	18	17	18
Profit (Rp)				
a. 300 million	89	78	43	44

Compositions	Kutai Kartanegara (*n = 114*)		PPU (*n = 97*)	
	F	%	F	%
b. 300 million–2.5 billion	25	22	54	56

During the observation period, the results of the interviews found that SME entrepreneurs operating in the wood processing industry from Kutai Kartanegara were generally male (62%) and female (38%). This is similar to SMEs in PPU, where commodity entrepreneurs are dominated by men (61%) rather than women (39%). Entrepreneurial independence is reflected in the best talent and talent from across Gen Y. The average age of informants who are struggling to develop this business is at the best age with the proportion aged 31–35 years (61%) in Kutai Kartanegara tending to shine more than other age ranges, for example > 40 years (5%). On the other hand, SMEs in PPU were confirmed to be involved by respondents aged 26–30 years (54%), while the smallest were aged 36–40 years (5%). This represents their readiness to improve their welfare. The majority of informants commented that business experience can determine a sustainable business. The business experience implied by business length explains that the average business length for SMEs in Kutai Kartanegara is 4–6 years (55%) and the lowest is >9 years (9%). Meanwhile, there is an average length of business progress at PPU, which is actually 7–9 years (47%) and the least experience is 4–6 years (25%). To optimize their business experience, SME owners emphasize that they have competent insight, considering that 65% of owners in Kutai Kartanegara have graduated from non-formal certification in the field of business or similar and have a formal education certificate that has taken >13 years as shown in the Table 2. From observations at PPU, the other 53% are business owners in the wood processing industry, on average taking formal and non-formal education for 10–13 years.

Table 3 also confirms that traded products depend on the "supply level–demand level". The Kutai Kartanegara SME commodity that gets the most attention from consumers is plywood (42%) and the lowest is complementary building materials products (11%). That's the opposite of the case study at PPU. What is most in demand is furniture/furniture (46%), while wood products are the smallest complement to building materials (13%). In the course of SMEs in both regions, the wood processing industry also produces art carving products such as: (1) statues, (2) paintings made of wood, "Mandau", and (3) other typical "Dayak" souvenirs, and (4) a variety of local wisdom. The processed wood market network developed by SMEs is quite extensive. For example, 26% of SMEs in Kutai Kartanegara and 22% of SMEs in PPU are able to export processed wood commodities abroad. Here, the target market tends to be higher at the national level, which is reflected in SMEs in Kutai Kartanegara (55%) and PPU

(61%). The reason is, to increase production volume, it spontaneously relies on input stocks obtained from Meranti wood, Bengkirai wood, Ironwood, and other woods including: (1) Merbau wood, (2) Keruing wood, and (3) Balau wood.

In their operations, 50% of SME owners in Kutai Kartanegara are assisted by 20-99 employees, while 51% of SMEs in PPU employ 20-99 employees. There are 23% of employees in Kutai Kartanegara and 15% of employees in Kutai Kartanegara who are empowered by medium-sized businesses. For the most part, business control is carried out by eight departments: (1) secretarial division, (2) HRM supervision division, (3) finance division, (4) marketing division, (5) sales division, (6) machine operator and equipment maintenance division, (7) production division, and (8) consumer services and complaints division. As a consequence of business expectations, SME owners provide salary compensation to employees. In 2022, the government sets the UMR for Kutai Kartanegara (Rp 2,434,328), while for PPU (Rp 3,014,497). Even though there is a striking disparity of Rp 580,169 or 24%, this is not an obstacle for SMEs in the wood processing industry which generally distribute employee salaries above this nominal amount. The highest wage received by SME employees in Kutai Kartanegara is > Rp 4,100,000 (6%) and the average wage received by 41% of employees is Rp 3,100,001–Rp 3,600,000. The majority of SMEs employees at PPU actually receive standard wages in the range of Rp 2,600,000–Rp 3,100,000 (31%) and only 16% receive wages between Rp 3,600,001–Rp 4,100,000. Managerially, only a few employees work in middle to upper-level posts or those who are selected based on certain job descriptions, principles of justice, work contracts, loyalty, work involvement, high work intensity, and play a role in making business decisions to get decent wages. Additionally, nominal employee wages do not include overtime compensation, health benefits and holiday bonuses.

The owners are supervised and protected by the government and banks in terms of capital, management and administration. To make a profit, SMEs in the wood processing industry must have capital that can be used as a holding business for trading, releasing money, and so on. Specifically, SME capital is funds or assets that function to start and run a business. Although there are SMEs that inherit wealth from previous owners which is passed on to the current owner or what is known as a "family business", the majority comes from savings, trade debts, or partnerships through franchise scenarios with other business people. However, the most striking average capital for SMEs in Kutai Kartanegara is Rp 1 billion–Rp 5 billion (58%) and 42% of them are owners with capital of Rp 5 billion–Rp 10 billion. In the example of SMEs in PPU, it is quite the opposite, where 55% of owners have capital of Rp 5 billion– Rp 10 billion, while 45% have capital of Rp 1 billion–Rp 5 billion. This fact justifies that on average SMEs in Kutai Kartanegara are classified as "small class business industries" and SMEs in PPU are classified as "middle class business industries".

In the business paradigm, turnover or gross profit is measured by adding up all revenues. On the one hand, profit is calculated from all income minus the cost of goods sold or cost of production. In other words, SME profits are net receipts, while SME turnover is gross receipts excluding employee wages, fixed/active capital, current capital, trade debt or credit installments, land rent or business premises rent for those who contract, corporate tax payments. business, property tax (for those who own permanent buildings), employee income tax, and other business expenses.

In 2022, 56% of SMEs in Kutai Kartanegara will have a turnover of Rp 15 billion–Rp 50 billion. Then, 44% of them have a turnover of Rp 2 billion–Rp 15 billion. There is an anomaly in the case of SMEs in PPU which have an average turnover of Rp 2 billion–Rp 15 billion (71%) and 29% of SMEs stated their turnover was Rp 15 billion–Rp 50 billion. The profits of SMEs in Kutai Kartanegara are different from those in PPU, where for Kutai Kartanegara, 78% of SMEs with profits <Rp 300 million and 44% of SMEs in PPU. Profit was Rp 300 million–Rp 2.5 billion in Kutai Kartanegara (22%), while in PPU (56%).

Empirical Findings and Discussion

The Republic of Indonesia has large resources, including natural wealth. As a supplier of agricultural commodities, Indonesia is supported by the fertility of agricultural land (Kuleh et al., 2022). One of the advantages of agriculture that is utilized is the timber sector (Pirard et al., 2016; Purwanto et al., 2019; Usman & Sugiri, 2015). For several decades, several types of wood in Indonesia have become export materials to foreign countries (Elvi et al., 2020; Malau et al., 2022). Another reality, it was detected that the wood market share at the international level shows the importance of expansive economic added value (Nepal et al., 2021). This promising opportunity must be facilitated to encourage the prosperity of business actors engaged in forestry. Even though production is determined by wood stock, advances in technology and human resources (HR) in managing the industry can trigger production efficiency.

In 2021, BPS-Indonesia (2022) reports that economic growth in Indonesia will reach 3.69%. What is special is that the distribution of Gross Domestic Product (GDP) from the agricultural sector supports the Indonesian economy by around 13.28%. In macroeconomics, the GDP contribution at constant prices from this sector is 1.84%. Another note was found that in the actualization, the agricultural sector was connected to the processing industry, where economic growth was 3.39%. Ironically, there was a slowdown in Indonesian manufacturing industry sub-sectors, for example the wood industry, up to 3.71%.

Kuzman et al. (2022), Mańkowska et al. (2021), and Peters et al. (2022) claim that the turmoil and obstacles to timber intensity in Indonesia were relatively disrupted when the Covid-19 wave resulted in unilateral cancellations in

supplying products, prohibiting transportation from entering distribution zones, locking port terminals via sea routes, shipping delays, routine factory closures temporarily, tightening worker operating hours, health isolation triggered by infections, and distancing restrictions on social crowds. The main point is that this pandemic also damages all human activities which were initially normal and become limited (Fitriadi et al., 2022).

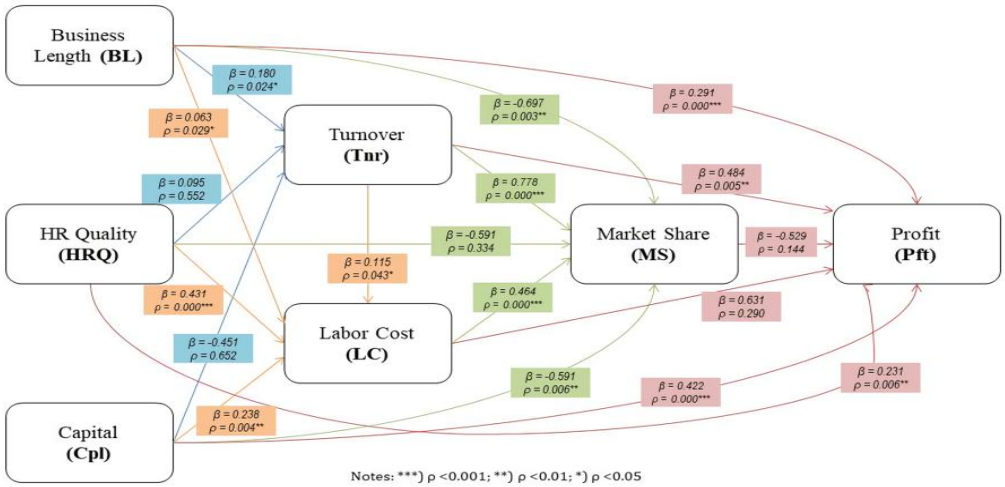

Figure 2
Relationship between Variables in the First Model

Figure 2. explains the complexity of the relationships between variables for the Kutai Kartanegara sample. Using probability ratios of 0.1%, 1%, and 5%, it was found that only business length consistently had a significant effect on turnover ($\rho = 0.024$), labor costs ($\rho = 0.029$), market share ($\rho = 0.003$), and profit ($\rho = 0.000$). On turnover, HR quality ($\rho = 0.552$) and capital ($\rho = 0.652$) were proven to have an insignificant effect. Apart from business length, HR quality ($\rho = 0.000$), capital ($\rho = 0.004$), and turnover ($\rho = 0.043$), also react significantly to labor costs. In particular, apart from HR quality ($\rho = 0.334$), turnover ($\rho = 0.000$), labor costs ($\rho = 0.000$), and capital ($\rho = 0.006$) were detected to have a significant effect on market share. Another regression evaluation found that turnover ($\rho = 0.005$), HR quality ($\rho = 0.006$), and capital ($\rho = 0.000$) significantly influenced profits. This does not include market share ($\rho = 0.144$) and labor costs ($\rho = 0.290$), which do not have a significant effect on profits.

Figure 3 reveals the variable relationship paths for case studies in PPU. Using three different probability levels at 0.1%, 1%, and 5%, there is harmony in the statistical output between PPU and Kutai Kartanegara. Quantitative findings prove that there is a significant direct indication between business length and turnover ($\rho = 0.012$), labor costs ($\rho = 0.000$), market share ($\rho = 0.035$), and profit (ρ

= *0.026*). This positive result was also followed by HR quality which was indicated to have a significant effect on turnover (ρ = *0.005*), labor costs (ρ = *0.024*), market share (ρ = *0.000*), and profit (ρ = *0.039*). Unfortunately, this significant probability does not appear in capital, where although it has a significant effect on labor costs (ρ = *0.000*) and market share (ρ = *0.035*), it does not have a significant effect on turnover (ρ = *0.056*) and profit (ρ = *0.111*). Surprisingly, turnover does not have a significant effect on labor costs (ρ = *0.483*) and profit (ρ = *0.384*), but instead has a significant effect on market share (ρ = *0.006*). Separately, labor costs were found to have a significant effect on market share (ρ = *0.046*) and profit (ρ = *0.000*), then market share had a significant effect on profit (ρ = *0.000*).

There are many topics that are contradictory or similar and are contained in articles that explore the relationship between the seven components in SME transformation. Literature that channels empirical and theoretical argumentation in the relationship between business length, HR quality, and capital on turnover, labor costs, market share, and profit is discussed in developing markets and other stories.

Obeng et al. (2021) and Patil & Kant (2012) emphasize that HR is the key to organizational success. Normatively, human resources are the ones who design, install, operate and maintain the integral mechanism, be it input, process or output (Siddiqi et al., 2021). Being aware of HR problems, companies need to manage HR as well as possible, because the company's value is not only in brilliant technology and availability of funds, but also in harmonization of HR (Aragón et al., 2014). The quality of human resources shows the willingness to carry out a task. In the example of SMEs, managers who have higher education, speculation will improve management. Good management trends trigger profits, thereby saving the viability of SMEs to compete. Bayona et al. (2020) speculate that success is the cumulative of individual qualities, knowledge and job skills.

The working capital pattern in small industries is a material readiness to manage resources to meet market demand. All working capital in the form of money is usually obtained from own funds or debt. Only a few seek their capital through bank credit. This type of working capital in small industries is used to add equipment, raw materials, find workers, pay labor wages, and partly for promotional events. To anticipate a competitive market situation, entrepreneurs try to strengthen their production capabilities.

Moreover, productive working hours are encouraged as much as possible to complete the production mission (Vallo & Mashau, 2020). Wu et al. (2010) detects appropriate business capital management, maneuvering the company's operational movements. These operational activities will provide company income. Accurate revenue turnover, reduced by cost of goods sold and operational expenses, to obtain profit or loss (Huang & Huang, 2020; Jayathilaka, 2020). Capital structure management as an attribute of a company's ability to

generate profitability (Sukmadewi, 2022). The company has a high level of profitability, ensuring an efficiency ratio of capital.

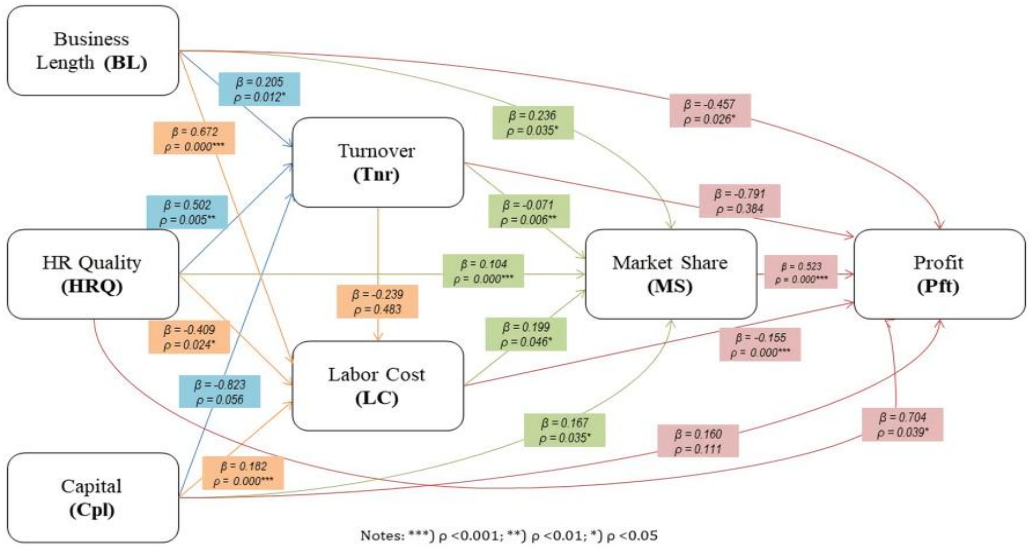

Figure 3
Relationship between Variables in the Second Model

Addressing its relevance, length of experience inspires SMEs to be more skilled and makes knowledge about probability as a consequence of decision making (Oliveira et al., 2019). Increasing business experience allows business actors to take risky actions and can be taken into account in business decisions (Putra & Santoso, 2020; Akhtar & Liu, 2018; Coad et al., 2016). Various unfavorable threats can be minimized, including labor costs. There are often two main pre-conditions in small business growth, i.e. the company's ability to maintain long-term viability, and elaboration between managers to overcome management obstacles. Management skills trigger constructive management of small industries (Yahya et al., 2011; Agbim, 2013; Ahmad & Ahmad, 2021; Khamis & Zhifang 2022; Carreras et al., 2018). With integrated management determination, it will guide business experience, so that there is equal acceptance or improvement in welfare (Venkatesh et al., 2013).

Park & Shin (2017) examine that the basis of wages is identical to payments that can be understood and observed by the employees themselves, income that changes output transitions, without delay, work standards are determined carefully because regulations that are too complicated can have bad consequences, and nominal Normal wages with certain standard working hours stimulate workers to work harder. Economic profit is the difference between income and expenses (Orsag & Džidić, 2018, Tulvinschi, 2013, Vahid et al., 2013).

Doherty (2016) found that income and expenses were targeted in controlling profits. For small and medium businesses, trend analysis is used to measure sales and profit growth. If the trend line is horizontal (let alone decreasing) for several units of time, then it is necessary to explore the cause.

Control of market share really depends on worker productivity (Isham et al., 2021). Yet, there is a link between productivity and efficiency and changes in wages (Abdullah et al., 2021). The level of productivity with high work efficiency must of course be rewarded with adequate wages (Yildirim, 2015). Bağlıtaş (2021) explains that if low wages are implemented, it can reduce productivity even though it is considered business efficiency. As is known, the skills of workers in Indonesia are still low (Kurniawan et al., 2021; Irwansyah et al., 2022). It is nothing new that a protected market structure is vulnerable to unhealthy business competition even though its orientation is profit (Stucke, 2013). The "market power" system is common in market share so that companies achieve profits (Syverson, 2019).

Only a few companies deny that market share does not affect profitability (*e.g.* Wernerfelt, 1986; Sholichah et al., 2021; Bolek & Wilinski, 2012; Hossain & Alam, 2019). SMEs can use insights from these academic findings to build the quality of human resources and push market share towards a better direction by carrying out strategic planning that prioritizes experience in managing human resources, finance and marketing systematically. Expanding policy targets makes it possible to follow up by overcoming systemic challenges such as digitalization channel gaps to make it easier for SMEs to access raw materials, process and make products, sell and market, and navigate new breakthroughs according to market relevance.

CONCLUSION AND SUGGESTION

Conclusion

This research agenda formulates factors that stimulate turnover, labor costs, market share, and profits in selected SMEs which are determined by: (1) business length, (2) HR quality, and (3) capital. Of the hypotheses proposed in Kutai Kartanegara, thirteen were accepted and five were rejected. Implicitly, business length can have a significant impact on turnover (H1) and labor costs (H4), HR quality (H5), capital (H6), and turnover (H7) can significantly influence labor costs. Both business length (H8), capital (H10), turnover (H11) and labor costs (H12) are significantly related to market share. Business length (H13), HR quality (H14), capital (H15), and turnover (H16) have significant effect for profits. But, in the case of Kutai Kartanegara, fourteen hypotheses were accepted and four were rejected. In statistical testing, it was found that business length (H1)

and HR quality (H2) can have a significant impact on turnover. Business length (H4), HR quality (H5), and capital (H6) can significantly influence labor costs.

Both business length (H8), HR quality (H9), capital (H10), turnover (H11) and labor costs (H12) are significantly related to market share. Business length (H13), HR quality (H14), turnover (H16), labor costs (H17), and market share (H18) have significant implications for profits. In the short term, the more business length increases, the more turnover, labor costs, market share and profits increase. The more HR quality increases, the more labor costs and profits increase. Talking about other findings, when capital increases, it increases labor costs, market share and profits. Then, the more turnover increases, the more market share and profit will increase. This is also offset by the addition of increased labor costs, also increasing market share.

Another implication, it is concluded that there are concrete elements in the progress of SMEs in the wood processing industry sector at PPU. During May to August 2024, the more business length and HR quality increase, the more turnover, labor costs, market share and profits will increase. This achievement was responded to by increased capital, further increasing labor costs. If capital, turnover and labor costs also increase, this will have an explicit impact on market share. When labor costs and market share increase, it can affect profits.

The current findings are important to review more widely because profits are not only determined by market share, but also turnover, labor costs, business length, HR quality, and capital in both the first and second models. For the wood processing industry, long-term profits need to involve and include business length, HR quality, capital, market share and turnover as comparative components. So far, managerial HR competencies have not been optimally involved in building business organizations, especially stimulating the growth of SMEs in the wood processing industry.

Suggestion

In operating a business, there are polemics that arise that can worry and disrupt the performance of SMEs. As an economic engine, SMEs need to be reformed by simplifying business establishment and related procedures directly under the auspices of stakeholders. The issue of weak infrastructure is also a dark side that needs to be highlighted. The government is advised to reduce the gap in this field, thereby ensuring security and preventing the accumulation of raw materials at sea crossing ports and land routes. Specific steps that can be taken by the government are to facilitate supply chain improvements, so that SMEs in the wood processing industry can utilize digital platforms effectively to add business value.

In relation to data openness and tracking, other solutions recommend that participating SME activists control business access transparently. In the future, extra work for stakeholders, especially Gen Y who is involved in the wood processing industry business, can consider adopting digital literacy applications extensively. Lastly, with all the sophistication of technology and collaboration with related parties, it is hoped that it will facilitate transactions, understanding and other dynamics surrounding business.

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