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*by* An. Dr. Rosyadi & Dr. Fitriadi

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# Rethinking and design facilitating pillars SME performance: An illustration for Indonesia

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Rosyadi Rosyadi<sup>1</sup>, Fitriadi Fitriadi<sup>2,\*</sup>

<sup>1</sup>Department of Economics and Development Studies, Faculty of Economics and Business,  
Universitas Tanjungpura, Pontianak City 78115, West Borneo, Indonesia.

<sup>2</sup>Department of Economics, Faculty of Economics and Business, Universitas Mulawarman,  
Samarinda City 75117, East Borneo, Indonesia.

\*Corresponding e-mail: [fitriadi@feb.unmul.ac.id](mailto:fitriadi@feb.unmul.ac.id)

## Abstract

At different times, when Indonesia was hit by two economic crises in 1997 and 2008, the consistency of SMEs has been tested. Recently, since the emergence of Covid-19, the solidity of SMEs seems to be shaking. Yet, the primary problem faced by SMEs is not only concentrated on external channels, but internal. So far, with the character and culture of SMEs from across generations, it has not developed any vital elements. From these assumptions, the background of this paper is to remind and concentrate on the network in building SMEs. Even though it seems conventional to some stakeholders, HR quality, capital, business experience, turnover, wages, market share and profit cannot be separated. These seven attributes become a whole in 3 scopes: input-process-output. To achieve an integrated SME mission, a harmonious determination is needed between the HR quality, capital, business experience, turnover, wages, market share and profit. Then, the synergy of the material above becomes a fixed variable that should not be forgotten. Understanding that is selective and relevant to it must be prioritized. The future agenda can consider alternatives and combinations about input-process-output which indicate failure or progress of SMEs.

**Keywords:** SMEs, business continuity, input, process, output, Indonesia

## 1. Introduction

From the macroeconomic context, small and medium enterprises or what are often called "SMEs" are proven to have a strong level of resilience. Since the era of the monetary crash, in 1997 to be precise, SMEs in Indonesia have avoided financial shocks and have instead controlled the national economy without colliding with the banking sector (Wijaya et al., 2022). In fact, Aktürk (2014), Bourletidis and Triantafyllopoulos (2014), Soininen (2012) and Tambunan (2019) argued that many business people and workers under SMEs survived the global economic recession in 2008. For example, the advantage of SMEs in Turkey, Greece, Finland and Indonesia compared to other industries lies in their independence, the majority of which do not always depend on external factors. Surprisingly, even though the increase in Indonesian SME members over the past 2 decades has been quite expansive, reforms to improving the "status" of small to medium units have been quite difficult (e.g. Gunawan et al., 2022; Panjaitan et al., 2021). Several layers of

business in the manufacturing and provision of food and beverage accommodation, for example, have stagnant phases that have not evolved towards relying on internet access such as: digital payments, promotional tactics, sales formats, and distribution variations, or switching to services.

The principles contained in the Law of the Republic of Indonesia Number: 20 of 2008 imply that SMEs are productive business incubators owned by individuals or business materials under individuals who have small and medium scale criteria. In a more detailed explanation stated in "article 1" of the regulation, it also defines SMEs into two parts. First, small business is a type of business from the economic sector that was established independently, either by an individual or a business entity, where this small scale does not include branches of large and medium businesses based on ownership, power, and shares according to the criteria for small businesses regulated in regulations. Second, the concentration of medium-scale businesses is bridged by certain individuals or business entities that are not included in the small and large business branches from the aspect of ownership and involvement of power.

The characteristics of SMEs and their criteria are implied in Indonesian Government Regulation Number: 7 (articles 35–36) of 2021 on the convenience, protection and empowerment of cooperatives and SMEs which are contained in the Law of the Republic of Indonesia Number: 11 of 2020 concerning job creation. From several SMEs, there were still mistakes in studying the new regulations, some of them even admitted that they had not received this information. In this new regulation, there are striking differences from the previous ones, which are summarized in *Table 1*.

**Table 1. SME specifications regarding legality**

Portion	Class	
	Small	Medium
Capital (excluding buildings/business premises and land)	Business nominal in the range of IDR 1 Billion–IDR 5 Billion	Business nominal in the range of IDR 15 billion–IDR 50 billion
Sale	Every year a maximum of IDR 2 billion–IDR 15 billion	Every year a maximum of IDR 15 billion–IDR 50 billion

(Source: Muhammad, 2021; Wijaya dan Kurniawan, 2022).

Actually, there are extra criteria in the regulations governing technical SMEs, including: implementation of environmentally friendly technology, local content, incentives and incentives, quantity of labor, investment value, net worth, and accumulated turnover. However, any institution may formulate criteria and modify them for certain interests, even though it is conditional. In terms of explanation, there is no difference between the new version and the old version, i.e. Law Number: 20 of 2008 of SMEs, where the net worth of SMEs was originally defined according to the results of annual sales or receipt of net

profits after deducting all tax obligations, now transforming and switching to SME capital originating from loans and personal assets.

**Table 2. Profile of Indonesian SMEs**

Scope	2017	2018	2019	2020
Total of SMEs (units)	62.9 million	64.2 million	65.46 million	46.6 million
Transaction (IDR)	7,820 trillion	8,573 trillion	8,400 trillion	4,235 trillion
GDP (%)	5.71	5.1	5.54	6.20
Labor (%)	97	91	96	73

(Source: Ministry of Cooperatives and SMEs–Indonesia, 2022).

Table 2 displays the trend of SMEs in Indonesia from 2017 to 2020. The annual publication by the Ministry of Cooperatives and SMEs–Indonesia (2022) reports that there was an increase in the number of SMEs during 3 periods detected from 2017: 62.9 million to 2018: 64.2 million (2.07 percent), then in 2019: 65.46 million (1.96 percent). The success of SMEs did not last long. After the SARS–CoV–2 attack, Indonesian SME units decreased dramatically from 2019: 65.46 million to 2020: 46.6 million, or around -28.82 percent. This bad effect also affects the transaction value, for example from 2019: 8,400 trillion to 2020: 4,235 trillion or in other words the transaction decreased by 49.58 percent. In particular, there is an increase in the contribution of SMEs to the constant Gross Domestic Product (GDP) in 2020 reaching 6.20 percent compared to 2018: 5.54 percent, where growth has increased 11.91 percent from the previous period. Uniquely, this positive achievement was not matched by growth in the workforce, whose absorption decreased by 23.96 percent. What is crucial is that when the pandemic polemic in early 2020 also hit Indonesia, there was a large reduction in skilled workers in the SME sector, such as from 2019: 96 percent to 2020: 73 percent. At the employment level, the percentage of SME workers in the overall workforce is more dominant than other sectors. Another anomaly is shown by the picture of labor absorption in 2018, which grew -6.19 percent. Comparatively, considering that in 2017 SME workers were 97 percent, but not for 2018 which illustrates that labor absorption in SMEs is 91 percent. Thus, it is also connected to GDP growth reaching -10.68 percent or a decrease of 0.61 percent from 2017 to 2018.

On the micro perspective, there are serious dynamics that impede the development of SMEs, which are sometimes overlooked by intellectuals. In detail, studies from various multidisciplinary relatively highlight entrepreneurial talent referring to organizational structure (Cunningham et al., 2022), HR recruitment (Hu et al., 2022), technology adoption (van der Westhuizen and Goyayi, 2020; Zenebe et al., 2018), managerial skills (Petríková and Soroková, 2016), interest in participation (Arcía-Rodríguez et al., 2019; Nguyen et al., 2021), training (Ho et al., 2018), and business networking (Fernández-Pérez et al., 2014). In fact, an academic paper that discusses or evaluates the performance of SMEs is inseparable

from the concrete foundation that forms the ability of SMEs. Ideally, the success of a business is determined by 2 specifications: internal-external.

In operating SMEs, at first glance, there are no significant obstacles. In practice, this business intensity looks normal and in their manifestation when encountered, at first glance it does not require careful planning, elaboration, monitoring. Interestingly, the general situation is not a priority, but the entrepreneurial spirit has been running naturally since the past decade. The realization is, although creativity and innovation are born from the talents of personnel or groups of entrepreneurs without a comprehensive understanding, it actually triggers a fatal construct of thinking and actualization. Surprisingly, SMEs activists who are involved in various clusters often ignore adaptive business principles. Take, for example, how is the strategy towards sustainable business performance? Then, what pillars are highlighted? And from that condition, which one needs to be addressed so that it is not misinterpreted? Of course, this is the basis that must be observed by every businessman. Simply put, the fundamental dimension in generating business is examined the quality of the actors, including the capabilities of human resources (HR).

## 2. Basic concepts

### 2.1. Input attribute

Some research explains that HR strategy determines competitive advantage. Inan and Bititci (2015) conclude that competitive advantage is highly dependent on the HR quality. Meanwhile, Strandskov (2006) focuses on the sources and processes of generating competitive advantage. Rehman et al. (2019) actually emphasizes the importance of the strategic role of organizational capability to create, maintain, and expand competitive advantage. This is an accumulation of resources that are expected to have the potential to strengthen competitive advantage (Omerzel and Gulev, 2011; Holdford, 2018). Othman et al. (2015) and Srivastava et al. (2013) argue that managing resources, skills and competencies is the key to achieving a competitive advantage.

Capital budgeting focuses on financial work plans for investment projects. Because the time span is long, the risk is high (AlKulaib et al., 2016). Business capital planning is required to predict future income and costs. Five universal principles for capital budgeting include friendly investment, net cash flow, weighted average cost of capital, investment value and sources of financing, and finally market share (Dangol, 2011). By learning that, businesses are able to optimally control working capital, enabling their organizations to gain market share and sustain success. Given that managing working capital can act as a safeguard against the power of access to capital, tactically maintaining operational excellence (de Souza Michelon et al., 2021).

When a business has been operating for a long time, it gains more experience to put its customers first. The length of business has a systematic effect on increasing turnover (Vizano et al., 2021; Ivanova, 2019).

## 2.2. Process attribute

From a broad angle, turnover is an element that influences business performance (Popa and Ciobanu, 2014; Ali Qalati et al., 2020). The progress of a business depends on business flexibility and excellence. Knowing the first advantage is marketing, then this will facilitate market penetration and have implications for sales levels. The more superior the marketing staff, the more directly proportional to the acquisition of turnover. The strength of the business network has a positive effect on turnover (Newbery et al., 2016).

A business needs to include the size of the influence of labor costs on production results. Siregar and Mahardika (2019) studied if wage recapitulation is related to production volume, so that it will adjust labor performance. All wage payments are limited by the volume of production and the skills of the workers (e.g. Deming, 2017; Lollo and O'Rourke, 2020). Control motivation and proper accounting for labor costs is an active concern by businesses (Hopper and Armstrong, 1991). A reliable, cooperative, loyal and wise workforce is a significant contribution to the operations of a business entity.

## 2.3. Output attribute

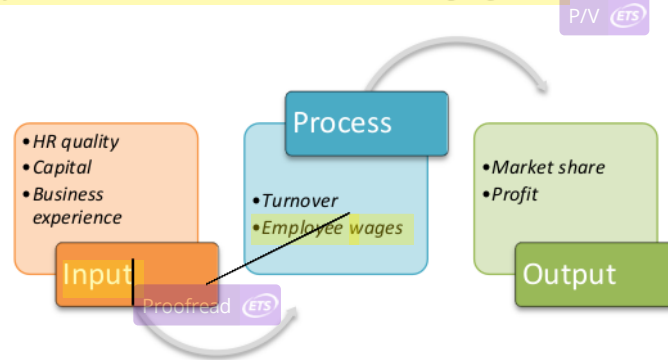
Market share is central to entering into market competition. How good is an SME that outperforms its competitors, it must follow the desired market share (Išoraite, 2018). Fundamental changes are worth considering quite significant costs, where there is a need for labor costs, overhead costs, promotion costs, transportation costs, and other items highlighted.

In this era of intense competition, profit is truly the standard for business growth. Claro et al. (2016), Joshi (2021), and Kouakou et al. (2019) analyzed mindset changes that move to understand profit and not make turnover in assessing business progress. In fact, the current business challenges highlight how costs incurred in production are smaller and running a business to exceed the greatest profit (Wulandari et al., 2018).

## 3. Conclusions

There is an imbalance in the premise that overrides the essence of input: governance and HR, process, finance, and output: product and profit goals, makes us aware to provide a simple understanding, clarify, and review the urgency of these three components in the "SME landscape". The next session is a description of the aspects that stimulate the existence of SMEs including: capital, business experience, turnover, workers' wages, market share, and profit.

The point, there are 3 hierarchies that are mutually bound in the business framework, including: input–process–output. All three are attached to each other to determine the prospects of a business (see *Figure 1*). In the business stage, the first instrument is determined by HR. Business management is always dealing with HR, where the management will form or form healthy business behavior. Not only does he control his employees, but the owner is also motivated to correct mistakes in running the business, improve services, boost productivity, to a more explicit "upgrading mindset" as the era changes. Besides the level of formal education, efforts to absorb business knowledge are also inspired by soft skill courses and certain business programs.



**Figure 1. Three key elements of doing business**  
(Source: created by Authors).

Equally important is capital. The element of capital is the initial driver of a business. Broadly speaking, capital can be obtained from trade/credit loans, personal assets, or from partnerships such as: government grants, corporate social responsibility (CSR) assistance, and other types of support. After gaining actual insight, conducive safeguards should be able to guarantee future business. Business experience does not automatically reduce business risk, but through examination and correction of business problems. Related to this, the accuracy of professional information and communication about business certainly facilitates business instincts. To maintain business, closely related to turnover. Normatively, turnover is often considered a business motive that must be prioritized. In fact, there are differences in the literature between turnover and profit. Turnover or gross profit is measured by adding up all income. On the one hand, profit is calculated as all revenue minus the cost of goods sold or the cost of production. Our opinion focuses that business profit is net income, while turnover is gross income apart from employee wages, fixed capital, current capital, commercial forest installments or credit, land leases or business premises leases for those who contract, business entity tax payments, land property tax only for those who have permanent buildings, employee income tax, and other business expenses.

The position of the workforce in business is not only limited to the capacity of the production process, but also plays a role in pioneering, making, popularizing, up to marketing a service or product that creates new business networks. In the SME procedure, business schemes are empowered independently/individually or in groups. In other words, the SMEs wheel is dominated by household groups. Facts on the ground, found the mobility of SMEs that are vulnerable to being affected due to the "family bond" system. Mechanisms for business collaboration that involve the family, or what is abbreviated as "family business", tend to cause many and complicated internal rifts, for example the reality in campus environments and small traders.

From an employment perspective, nominal wages are not separated by a "portrait of demand-supply". If the wage standard is disproportionate according to the work load at the lower-middle-upper level or employees who are selected based on business decision-making control, high work motives and involvement, loyalty, employment contracts, the principle of fairness, or a particular job desk, then there is a wage gap. Not to mention talking about financial regulatory conflicts and disparities in profit sharing, also weakening design and business obsession, which in turn breaks emotional ties. With family conditions that are not harmonious, it can damage business methods and disrupt profitability segmentation. From a sustainability perspective, poor competence prevents entrepreneurship from entering a competitive market. At the same time, business habitat, which is the opposite of market penetration, can trigger uncertainty, one of which is losses in a certain period. Holistically, profit symbolizes achievement in business progress. But, the orientation is not only to pursue profit and return ability ratios, but also how to creating sustainable SMEs.

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**P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.



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**Missing ","** Review the rules for using punctuation marks.



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