JOURNAL LA SOCIALE

VOL. 07, ISSUE 01 (346-359), 2026
DOI:10.37899/journal-la-sociale.v7i1.2509

Product Completion Time Reviewed by Production Costs and Production Capacity in Small Furniture Businesses

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Article Info

Article history:
Received 31 July 2025
Received in revised form 19 January 2026
Accepted 17 February 2026

Keywords:
Product Completion Time
Production Cost
Production Capacity

Abstract

This study aims to analyze the relationship between product completion time and production costs and production capacity in Small and Medium Enterprises (SMEs) furniture in Tellulimpoe District, Sinjai Regency. The background of this study is based on the problem of delays in product completion that impact the income and competitiveness of furniture SMEs. The approach used is descriptive qualitative with the Job Order Costing method as an analytical tool, as well as triangulation techniques in data collection through interviews, questionnaires, and documentation. The results of the study indicate that the efficiency of completion time is greatly influenced by the management of production costs and available capacity. High production costs, lack of equipment, and limited labor cause longer processing times. In addition, low cost capacity also hampers the production process due to limited raw materials and supporting equipment. This study is expected to be a reference in strategic decision-making for furniture SMEs to increase productivity and business competitiveness.

Introduction

In Indonesia's economic development, Small and Medium Enterprises (SMEs) have consistently been portrayed as a crucial sector, as historical experience has shown them to be resilient to the economic crises Indonesia experienced several years ago. Furthermore, given the low level of education in the majority of Indonesia's population, SMEs are a viable option. Education is not a prerequisite for SMEs, and SMEs thrive in both traditional and modern micro-enterprises, capable of absorbing a significant workforce. The Indonesian economy will have strong fundamentals if SMEs become productive and competitive key players in the national economy (Bhasin & Venkataramany, 2010; Anton et al., 2015; Budhi et al., 2020). Therefore, developing the people's economy through the empowerment of SMEs should be a top priority for long-term national development. The primary challenge facing the future is accelerating efforts to strengthen Indonesia's economic structure, anchored in SMEs as the primary driver of economic growth, contributing to poverty reduction and job creation. The role of SMEs in Indonesia is highly valued due to their significant contributions at both the macro and micro levels (Sinha et al., 2024; Setiawan et al., 2023). Micro, Small, and Medium Enterprises in the woodcraft sector play a crucial role in the national economy (Kusuma & Anas, 2023; Rahmah, 2026; Agres et al., 2024).

The furniture industry in this region is generally still run traditionally and on a small scale, which leads to various obstacles in the production process (Noonari et al., 2025; Patria et al., 2019; Červený et al., 2022). One major obstacle is the long product turnaround time. This is closely related to high production costs and low production capacity. High production costs are caused by inefficiencies in the use of raw materials, labor, and the management of other

ISSN 2721-0960 (Print), ISSN 2721-0847 (online)

operational costs (Ogah et al., 2022; Arzania & Nurhayati, 2025; Oteri et al., 2023; Hama Kareem et al., 2022).

Product turnaround time is also a challenge. Many furniture SMEs require a long time to complete a single unit, sometimes several days to a week depending on the product type and design complexity (Chipambwa et al., 2023; Sari et al., 2024; Ekberg, 2005). This is due to limited production equipment, unorganized work systems, and a lack of capital to expedite the production process. Long turnaround times result in late deliveries, decreased customer satisfaction, and the loss of potential new orders. Delays in the production process can lead to inefficiencies and increase indirect costs, such as the storage costs of raw materials or semi-finished products. Conversely, if product turnaround time can be accelerated without sacrificing quality, production costs tend to be lower because the process becomes more efficient and resources are optimally utilized. Therefore, good production time management is crucial for reducing costs and increasing product competitiveness in the market (Sudirjo, 2023; Debnath et al., 2023; Jaboob et al., 2024).

The product completion time of small and medium-sized furniture businesses in Sinjai Regency is a crucial aspect studied because it is directly related to the productivity and production capacity of each business actor. Research by Setyaningdio & Hidayat (2023) shows that the resulting difference is insignificant, but if the proposed raw material ordering policy is implemented, the company will not experience raw material shortages. If the company does not experience raw material shortages, there will be no delays in the completion of the final product (Kanike, 2023; Shash & AbuAlnaja, 2023).

Determining furniture production costs is crucial for small and medium-sized furniture enterprises (SMEs) because it allows them to easily control market prices. Selling prices and profit margins are easily determined based on the cost of goods manufactured (Koppelaar et al., 2023; Rahman et al., 2017). For small businesses, effective production cost management is key to maintaining business continuity amidst increasingly fierce market competition. Research by Rahmah et al. (2020) shows that the company's business is financially profitable. The calculations indicate that the business is feasible to continue by increasing work efficiency at the production stage to reduce daily labor costs. Meanwhile, research by Gonibala (2019) shows that production costs have a significant positive effect on the income of SMEs, indicating that increasing production costs will lead to an increase in revenue. This study focuses on describing the relationship between product completion time, production costs, and production cost capacity in SMEs operating in Tellulimpoe District, Sinjai Regency.

This study aims to understand the extent to which time efficiency in the production process is influenced by production costs and production capacity of small and medium-sized furniture enterprises. This study compares the management of each company in several aspects: First, product completion time, which refers to the duration required from the start of production until the product is completed and ready for marketing, and to improve production efficiency and optimize time utilization at each stage of the production process. Furthermore, effective time management can help reduce operational costs and increase competitiveness in both local and regional markets (Prayitno, 2024; Krstić & Gawel, 2023; Sudirjo, 2023).

The urgency of this research is the increasing pressure from increasing raw material costs and increasingly fluctuating labor wages, while local small and medium-sized furniture enterprises still rely heavily on traditional, poorly quantified production methods. Furthermore, market competition at both the regional and national levels demands that every business owner produce goods cost-efficiently without sacrificing quality or on-time delivery. By analyzing completion time into the stages of the cutting, assembly, and finishing processes and directly linking these

ISSN 2721-0960 (Print), ISSN 2721-0847 (online)

to cost allocation and production capacity, this study will provide an empirical picture of critical efficiency points. The results are expected to help small and medium-sized furniture business owners in Tellulimpoe in designing more adaptive production strategies, both in optimizing production scale to achieve economies of scale, setting competitive selling prices, and determining priorities for simple technology investments so that they ultimately increase their productivity, profitability, and competitiveness in the market.

Methods

The type of research used is descriptive qualitative research. This approach aims to understand the phenomenon in depth, namely how small and medium furniture entrepreneurs manage production costs and production cost capacity in relation to product completion time. To determine the product completion time reviewed from production costs and production capacity, the author uses data analysis techniques using the Job Order Costing method, which is a method for calculating company production costs based on orders. The research steps taken begin by recording the costs incurred by the company and the selling price of the product. This research will be conducted in several small and medium furniture businesses in Tellulimpoe District, Sinjai Regency, South Sulawesi. Tellulimpoe District was chosen as the research location because it has a number of small and medium enterprises engaged in the furniture sector, which play an important role in the local economy. This research has been conducted since the date of issuance of the research permit for a period of approximately two months, namely from April to May 2025. The unit of analysis in this study is the owners of small and medium furniture businesses operating in Tellulimpoe District, Sinjai Regency. The focus of the research is directed at the production process, production cost management, production cost capacity, and how these two aspects affect product completion time. This unit of analysis was chosen because Small and Medium Furniture Enterprises (SMEs) are a productive business sector that directly involves the planning, implementation, and evaluation of production, which is closely related to time efficiency and cost management. Therefore, SMEs provide a relevant space to examine the phenomenon that is the focus of this research in depth. This study uses primary data obtained directly from informants in the field. Informants were determined using the Purposive Sampling Technique. Purposive sampling is the sampling of data sources with certain considerations.

Data Analysis Techniques

The data analysis in this study used a descriptive qualitative approach with triangulation techniques, aimed at understanding and interpreting the meaning of the data obtained in depth. Starting with data collected from in-depth interviews, observations, and documentation, the data were analyzed using a triangulation analysis model and interactively verified the relationship between respondents' statements and the methods used to address each issue. According to Miles and Huberman (1992), in their book (Saleh, 2017), several stages were carried out as follows:

Data Presentation

After data reduction, the next step was to organize and present the data in the form of descriptive narratives, matrices, thematic tables, or direct quotations from informants. This presentation made it easier for researchers to understand the relationships between data categories and identify specific trends or patterns emerging from the statements of SME owners.

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Data Reduction

Data reduction is the process of filtering, selecting, and focusing raw data from the field to ensure its relevance to the research problem. In this stage, researchers select meaningful interview excerpts, note important patterns from field observations, and filter information that supports the research focus, namely production cost management, cost capacity, and its impact on product completion time.

Drawing Conclusions and Verification

The final step is drawing conclusions from the analyzed data. Conclusions are tentative and will be verified by cross-checking field data and information from various interview sessions. Verification is carried out to maintain the validity of the findings, ensuring that the research results truly reflect the reality on the ground.

Results and Discussion

This research focuses on small and medium-sized furniture business owners in Tellulimpoe District, Sinjai Regency.

Agus Mebel

Agus Mebel is a furniture business located in Kambuno Village, Tellulimpoe District, Sinjai Regency. This business has been operating for four years and is managed individually by the owner, Mr. Agus, with the assistance of his employees. The products produced are typical of furniture SMEs.

In an interview, Mr. Agus stated that AM, the owner of the business, has been operating for approximately four years in Kambuno Village. He explained that product completion time depends heavily on the complexity of the work. For a product like a pair of chairs, it takes about a week to complete. This process includes wood cutting, assembly, and final stages such as painting and finishing. Typically, only one pair of chairs can be completed per production run, especially if the model is complex. If the design is simpler, the turnaround time can be slightly faster, although this can be quite challenging. The owner stated that the production process still relies heavily on customer funding, particularly down payments.

> *"My personal capital is not yet sufficient to finance the entire production process independently. If the customer hasn't paid a sufficient down payment, production cannot begin immediately or I am even forced to use a small portion of my own capital, even though this is quite burdensome for me."*

Based on an interview with the owner of "AM," he explained:

> *"The capital or production costs I incur still depend on demand and the initial agreement with the customer because my own capital isn't sufficient. If the down payment isn't sufficient, I will use my own capital."*

Customers often specify the type of material, size, and model of the product they want, and from there, "AM" begins to calculate estimated material and labor requirements. This makes production costs flexible and uncertain, depending on the complexity of the order. Furthermore, because this is a small-scale, home-based business, cost planning is carried out simply and tends to be based on experience, rather than a structured cost accounting system.

Table 1. Production Cost of One Table Unit Based on Job Order Costing

One Unit Table
Raw Material Costs

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	One 5-Meter Sheet of Wood	Rp 70.000
	One 5-Meter Beam	Rp 40.000
Total Raw Material Cost		**Rp 110.000**
Labor costs		
	Direct Labor One Employee	Rp 250.000
Total Labor Cost		**Rp 250.000**
Overhead Costs		
	Indirect Materials	Rp 150.000
	Other Costs	Rp 50.000
	Depreciation Expenses Expenses	Rp 62.500
	Electricity Expenses Expenses	Rp 10.000
Total Overhead Cost		**Rp 272.500**
Total Cost of Manufacturing One Table		**Rp 632.500**
Total Selling Price of One Table		**Rp 750.000**
Production Time Per Unit		**2,50**
Production Cost Per Day Per Unit		**Rp 300.000**
Production Capacity Per Year		**30**
Production Cost Per Year		**Rp 22.500.000**

Table 1 shows that the production completion time for one table unit can be completed within two to three working days using one worker. Agus Mebel can produce 30 tables in one year. Job order costing is a method of determining the cost of goods manufactured used to calculate production costs based on specific orders or projects. Each product or order is recorded individually including details of the costs of raw materials, direct labor, and factory overhead charged. At Agus Mebel, the job order costing method is applied to calculate the production cost of one table unit, where each cost component is detailed specifically. For example, the cost of raw materials of Rp 110,000 consists of one sheet of wood and one beam. The direct labor used to make one table unit reaches Rp 250,000, while overhead costs including indirect materials, depreciation, electricity, and others amount to Rp 272,500. Thus, the total cost of making one table unit is Rp 632,500 and sold for Rp 750,000.

Fadilah Mebel

Fadilah Mebel is a furniture business located in Kalobba Village, Tellulimpoe District, Sinjai Regency. This business has been operating for 25 years and is managed individually by the owner, "FM." The products produced include doors and windows. Interviews with the furniture business owner revealed that product completion time depends heavily on the type of product ordered. "FM" explained:

> *"For one door, it usually takes me about seven days to make, while for windows, the processing time varies between three and seven days, depending on the complexity of the design and the number of orders received. I use only my own labor, without any assistance from other workers, so I sometimes feel overwhelmed with the backlog of orders."*

This means that production is based on the number of orders received, and all orders are generally completed in about seven days. Furthermore, the craftsman also stated:

> *"All production requirements, such as raw materials and the tools I use, are readily available long before an order is received. Sometimes orders come in suddenly, but*

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some of the required raw materials are missing or I run out of stock when too many orders come in."

This demonstrates sound advance planning in managing production costs. Therefore, product completion times are sometimes, but not significantly, affected by delays in material procurement, as all required components are readily available in advance unless additional orders come in unexpectedly.

The business owner stated that there were no significant obstacles in the product completion process. This is because all materials and production requirements were prepared from the start, allowing the production process to run smoothly.

Table 2. Production Cost of One Door Unit Based on Job Order Costing

One Pair of Doors		
Raw Material Costs		
	One 5-Meter Board	Rp 70.000
	Two 5-Meter Beams	Rp 100.000
Total Raw Material Cost		**Rp 170.000**
Overhead Costs		
	Indirect Materials	Rp 100.000
	Depreciation Expenses Expenses	Rp 40.000
	Electricity Expenses Expenses	Rp 15.000
Total Overhead Costs		**Rp 140.000**
Total Cost of Door Manufacturing		**Rp 310.000**
Total Selling Price of One Door		**Rp 800.000**
Production Time Per Unit (Days)		**7**
Production Cost Per Day Per Unit		**Rp 114.286**
Annual Production Capacity (Units)		**50**
Annual Production Cost		**Rp 40.000.000**

Based on table 2, the product completion time shows that one door unit can be completed within seven working days using its own labor or by the owner itself without the help of employees. Job order costing is a method of calculating production costs used for products made based on specific orders or jobs. Each order is treated as a separate work unit, so that all costs ranging from direct raw materials, direct labor, to overhead costs are calculated and charged specifically for each order. This method is very relevant to be applied to SMEs such as Fadilah Mebel, which produces household furniture such as doors according to consumer demand.

Angga Mebel

Angga Mebel is a small and medium-sized furniture business located in Tellulimpoe District, Sinjai Regency. Angga Mebel has been operating for 16 years and is located in Mannanti Village, Tellulimpoe District, Sinjai Regency. This family-owned business focuses on producing various types of wooden furniture, such as doors and cabinets.

In an interview, the owner, "AM," stated:

"Product completion times are uncertain; production times depend on the level of activity and the type of product being worked on. In one production run, I usually produce one door in two days, using only my own labor and the equipment I have available."

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Angga Mebel is well-equipped to provide complete equipment and necessary spare parts. This ensures a smooth production process because the equipment is always ready to use and well-maintained, and the work is carried out directly by the skilled business owner, reducing reliance on external labor.

Angga Mebel is also able to manage production costs effectively, ensuring that funding constraints do not hinder the production process. This means that product completion time is more influenced by other factors such as the availability of certain raw materials, particularly materials like mirrors, which are often unavailable. This unavailability of materials hampers the production process, particularly when producing furniture that requires mirrors as part of its design. To overcome this obstacle, Angga Mebel adjusts its production schedule to accommodate material availability, delaying production on products requiring mirrors until the materials are available, while available production costs are sufficient to support the smooth production process. This indicates that the constraints on product completion time are more operational and technical in nature, rather than due to budget constraints.

Table 3. Production Cost of One Door Unit Based on Job Order Costing

One Pair of Doors			
Raw Material Costs			
	Two-Piece Board	Rp	150.000
	Two Hinges	Rp	16.000
	One Set of Door Locks/Handles	Rp	25.000
Total Raw Material Cost		**Rp**	**191.000**
Labor costs			
	Direct Employee Labor	Rp	120.000
Total Labor Cost		**Rp**	**120.000**
Overhead Costs			
	Indirect Materials	Rp	35.000
	Depreciation Expenses Expenses	Rp	26.000
	Electricity Expenses Expenses	Rp	6.000
Total Overhead Costs		**Rp**	**67.000**
Total Cost of Door Manufacturing		**Rp**	**378.000**
Total Selling Price of One Door		**Rp**	**800.000**
Production Time Per Unit (Days)		**2**	
Production Cost Per Day Per Unit		**Rp**	**400.000**
Annual Production Capacity (Units)		**50**	
Annual Production Cost		**Rp**	**40.000.000**

Based on table 3 the product completion time shows that one unit of door can be completed within two working days using the help of one person's labor. The Job Order Costing method is a production costing system used to calculate production costs based on specific orders. Each order or product unit is recorded separately so that direct material costs, direct labor costs, and factory overhead costs are allocated specifically to each product unit ordered. In the case of Angga Mebel, the use of this method is very appropriate because the production process is based on orders from consumers, not mass production. Where based on the data, one pair of windows is produced with a detailed cost of raw materials of Rp 200,000 and overhead costs of Rp 134,375, so that the total cost of making one window unit reaches Rp 334,375. The product is then sold at a price of Rp 350,000, providing a thin profit margin but still in accordance with the character of small-scale production.

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Arjuna Mebel Store

Arjuna Mebel Shop is a furniture business located in Kalobba Village, Sumpang Ale, Tellulimpoe District, Sinjai Regency. This business has been operating for seven years and is managed solely by the owner, Mr. Amar, without any assistance from others. The products produced are typical of furniture SMEs. In an interview, the owner, Mr. Amar, stated:

> *"For a single door, we usually need about two days to complete. For springbeds, the processing time is longer, around seven days, depending on the size and model."*

The owner, "AM," explained that the completion time for each product depends greatly on the type and complexity of the product. For products like doors, the production process generally takes two to three days. This time includes stages from cutting the raw wood, assembly, and finishing, such as painting or coating.

The owner, "AM," stated that limited production costs are one of the main factors hindering product completion times. Interviews with the business owner revealed that the production process is highly dependent on the availability of funds, particularly for purchasing materials.

> *"If we have enough funds, we can buy good materials and hire additional workers, so we work faster. But if we don't have enough funds, we work slowly on our own."*

The customer payment system also affects completion time. Amar Mebel only begins work on an order if the customer has made an initial payment (DP) of at least half the total product price. If the initial payment hasn't been received, production is delayed until funds are available.

> *"If we have a large capacity, for example, we have a lot of tools or workers, of course, the completion time is faster. But here, I still work with the tools I have and a limited workforce. I usually do the work myself because I can't afford to pay employees, so it takes longer."*

Table 4. Production Cost of One Cabinet Unit Based on Job Order Costing

One Unit Springbed			
Raw Material Costs			
	Wood/Light Steel Frame	Rp	200.000
	Springs	Rp	300.000
	Foam	Rp	200.000
	Upholstery (Cover/Quilting)	Rp	100.000
Total Raw Material Cost		**Rp**	**800.000**
Overhead Costs			
	Indirect Materials	Rp	100.000
	Depreciation Expense	Rp	37.500
	Electricity Expense	Rp	52.500
Total Overhead Costs		**Rp**	**190.000**
Total Cost of Manufacturing Spring Beds		**Rp**	**990.000**
Total Selling Price of One Spring Bed		**Rp**	**2.800.000**
Production Time Per Unit (Days)		**7**	
Production Cost Per Day Per Unit		**Rp**	**400.000**
Annual Production Capacity (Units)		**20**	
Annual Production Cost		**Rp**	**56.000.000**

Based on 4. Product completion time shows that one unit of Springbed can be completed within seven working days depending on the level of complexity by using one's own labor without the

ISSN 2721-0960 (Print), ISSN 2721-0847 (online)

help of labor or employees. Job order costing is a method of determining production costs based on special orders from consumers. In this system, each unit or group of products ordered is calculated separately based on the components of raw material costs, labor, and overhead used during the production process. This method is very suitable for use by SMEs such as Arjuna Mebel which produces furniture based on consumer demand rather than mass production. In the case of producing one unit of springbed, the total production cost is calculated at IDR 990,000 consisting of raw material costs of IDR 800,000 and overhead costs of IDR 190,000. With a selling price of IDR 2,800,000, there is a profit margin that can be used to cover labor costs and provide business profits.

Rudding Mebel

Rudding Mebel is a furniture business located in Manajo Village, Tellulimpoe District, Sinjai Regency. This business has been operating for 30 years and is managed individually by its owner, Mr. Rudding, without any assistance from others. The products produced are typical of furniture SMEs. In an interview, the owner, "RM," stated:

> *"The time to complete one unit of a frame is approximately two to three days, while one unit of a window takes two days.*

This time is considered sufficient to complete a high-quality product without rushing. In one production run, Rudding Mebel can usually complete one pair of orders, such as a pair of frames or windows, depending on the workforce and equipment available." Regarding production costs, "RM" stated:

> *"Production costs do not hinder the product completion process because the capital I use comes from my own capital." With my personal capital, the production process can run smoothly without having to wait for payment from customers first.*

This capital availability provides flexibility in scheduling product production times, uninterrupted by limited funds or relying on capital from customers.

> *"Although production equipment and facilities are not yet fully equipped or modern, efficiency can still be maintained in line with market demand. This capacity allows products to be completed on time, even in limited quantities," said RM.*

Regarding customer payment systems, "RM" stated:

> *"Many of my customers only pay half the price of the product or borrow the product in advance, so my financial management is less than optimal."*

This situation does not directly hamper the production process, but it presents a challenge in managing the turnover of business capital. To overcome this obstacle, Rudding Mebel implements a minimum down payment system of 50 percent before production begins. Furthermore, the business owner is more selective in accepting orders from well-known customers who are committed to paying on time. This step aims to maintain a smooth production process and minimize the risk of late payments that could disrupt business operations.

Table 5. Production Cost of One Frame Unit Based on Job Order Costing

One Unit of Frame		
Raw Material Costs		
	Three-Stick Wood	Rp 210.000
Total Raw Material Cost		**Rp 210.000**
Overhead Costs		

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	Indirect Materials	Rp 31.250
	Depreciation Expense	Rp 15.714
	Electricity Expense	Rp 22.143
Total Overhead Costs		**Rp 69.107**
Total Cost of Manufacturing Frames		**Rp 279.107**
Total Selling Price of One Frame Unit		**Rp 350.000**
Production Time Per Unit (Days)		**2,50**
Production Cost Per Day Per Unit		**Rp 140.000**
Annual Production Capacity (Units)		**70**
Annual Production Cost		**Rp 24.500.000**

Based on table 5, the product completion time shows that one unit of the frame can be completed within two to three working days using one's own labor without the assistance of other labor or employees. The production cost of one unit of the frame consists of direct raw materials of Rp 210,000 and overhead costs of Rp 69,107 which include indirect raw materials, equipment depreciation, and electricity. The total cost of production is Rp 279,107 and is sold for Rp 350,000. The process of making one unit of the frame takes between two to three days, with an average estimate of 2.5 days per unit. If calculated, the production cost per day reaches around Rp 140,000 per unit. This shows that the faster the completion time, the lower the cost per unit due to labor and overhead efficiency. Conversely, the longer it takes to make one unit, the higher the daily cost burden will be, which has the potential to reduce profit margins.

Product completion times for small and medium-sized furniture enterprises in Tellulimpoe District, Sinjai Regency

According to interviews, product completion times for five small and medium-sized furniture enterprises (SMEs) in Tellulimpoe District vary widely, depending on product complexity, raw material availability, labor, and capital requirements.

Agus Mebel

Agus Mebel, a small and medium-sized enterprise in Kambuno Village, takes about a week to complete a pair of chairs. This lengthy process is due to insufficient labor and a lack of down payments from customers to begin production. The reason for this is that many customers lack sufficient funds when business owners request an upfront payment for furniture orders, as their own capital is insufficient to cover the entire production process. Therefore, production relies on down payments from customers.

Fadilah Mebel

Fadilah Mebel, a small and medium-sized business operating in Sumpang Ale, still relies heavily on order volume for its product completion time. High order volumes can lead to longer turnaround times due to insufficient manpower and sudden orders, which often result in raw materials not always readily available, hampering production. Due to the labor shortage, the business owner completes all furniture orders himself, driven by cost savings.

Angga Mebel

Angga Mebel, a small and medium-sized enterprise in Mannanti Village, stated that the average production time for products such as doors and windows takes between three and seven days. This is due to the lack of raw material availability, as orders are too numerous and must be completed within customer deadlines. The shortage of raw materials during production, due to the long lead times between ordering and delivery, also causes delays in the production process.

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Arjuna Mebel Store

Small and Medium Enterprises (SMEs) like Arjuna Mebel, operating in Sumpang Ale Village, have a faster turnaround time of two to three days for window products. For springbeds, the turnaround time is longer, around seven days, depending on the size and model. Limited production costs are among the main factors hampering product turnaround times, along with a shortage of labor, leaving the owner solely to manage the business. This is due to the lack of skilled labor, as business owners fail to train and mentor new employees, and some workers who already possess these skills choose to leave and start their own businesses. Consequently, SMEs struggle to find skilled labor, particularly in the furniture industry. Consequently, owners are limited to managing their businesses themselves.

Rudding Mebel

Rudding Mebel, a small and medium-sized enterprise with a history of over 30 years, reported that the processing time for products such as door frames takes two to three days, with an annual production capacity of 70 units. This indicates a more thorough calculation of work time efficiency.

The slow production process is due to the business owner's limited equipment due to a lack of funds to purchase the necessary equipment, and many consumers only pay half the price or even borrow finished products. Consequently, financial management is suboptimal, leading to delays in product completion.

These five SMEs demonstrate that product completion time depends not only on work capacity but also on the available financial and logistical support ecosystem. External factors such as consumer payment behavior and unstable raw material supplies significantly impact production speed.

Based on research by (Setyaningdio & Hidayat, 2023), if a raw material shortage occurs during the production process, the company must reorder raw materials. This shortage will result in a halt in production, requiring the company to wait until the raw materials are available. The risk of reordering raw materials is that product completion time will be delayed. These five small and medium-sized furniture businesses show that common obstacles in completing products include limited initial capital, dependence on consumer orders, minimal workforce, and lack of raw materials.

Conclusion

Product completion time is heavily influenced by resource constraints, including labor, raw material availability, and production capital. Furthermore, product completion time varies widely, ranging from two to seven days per unit, depending on the product type, production capacity, and operational strategy implemented by each SME.

Suggestion

Strengthening business capital through access to microfinance (for example, through cooperatives or MSME programs from local governments) needs to be improved so that production processes are not dependent on consumer down payments. Improving workforce skills through technical and managerial training is crucial to boost efficiency and accelerate product turnaround times. It is recommended that furniture SMEs gradually adopt semi-modern production aids, such as electric cutting machines or finishing tools, to increase work efficiency without sacrificing quality. More systematic and planned production planning, including order management and work scheduling, is necessary to ensure that production processes are not entirely reactive to incoming orders.

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Local governments and relevant agencies should provide support in the form of business management training, equipment assistance, and strengthening marketing networks to sustainably improve the capacity and sustainability of furniture SMEs.

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