

# Analysis of Operational Management Functions at SMPT Daarul Muttaqien Surabaya

*Analysis of  
Operational  
Management  
Function*

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Submitted:  
1 November 2023

Accepted:  
25 December 2023

## **ABSTRACT**

*Education as a place for individual development, improving the quality of life and a symbol of innovative progress requires aspects that are used as measuring tools in creating optimal learning. This research aims to explain the operational management function at SMPT Daarul Muttaqien which consists of three parts, namely operational planning including capacity, location, layout, quality and methods, operational scheduling for setting service schedules and operational control in the form of a monitoring plan in the form of monitoring and controlling. with systems and tools. In this research, the method used is descriptive qualitative with secondary data collection using interview techniques and word-dominant quantitative data analysis by reviewing the collected data, summarizing, categorizing, examining, drawing conclusions and verifying. The results of the research show that Daarul Muttaqien SMPT needs improvements in capacity planning in considering the ratio of the number of students to the number of teachers and the less than optimal room capacity which makes some teachers teach more than one subject. Apart from that, planning methods were felt to be lacking because the foundation's public relations were not optimal in managing school information, resulting in less than optimal management of school social media. However, location planning, layout planning, quality planning, operational scheduling and operational control have gone quite well.*

**Keywords:** *Education, Operational Management, School, Quality Improvement*

## **ABSTRAK**

*Pendidikan sebagai tempat pengembangan individu, peningkatan kualitas hidup dan lambang inovasi kemajuan memerlukan aspek-aspek yang digunakan sebagai alat ukur dalam terciptanya pembelajaran yang optimal. Penelitian ini bertujuan untuk menjelaskan fungsi manajemen operasional di SMPT Daarul Muttaqien yang terdiri dari tiga bagian, yaitu perencanaan operasional antara lain kapasitas, lokasi, layout, kualitas dan metode, penjadwalan operasional untuk pengaturan jadwal layanan dan kontrol operasional berupa suatu rencana pengawasan berupa monitoring dan kontroling dengan sistem maupun tools. Pada penelitian ini metode yang dipakai adalah deskriptif kualitatif dengan pengumpulan data sekunder menggunakan teknik wawancara dan analisa data kuantitatif dominan kata-kata dengan menelaah data yang terkumpul, merangkum, mengkategorikan, memeriksa, menarik kesimpulan dan verifikasi. Hasil*

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 12 No. 1, 2024  
pp. 1-8  
IBI Kesatuan  
ISSN 2337 – 7860  
E-ISSN 2721 – 169X  
DOI: 10.37641/jimkes.v12i1.2326

*penelitian menunjukkan bahwa, SMPT Daarul Muttaqien dalam perencanaan kapasitas perlu adanya perbaikan dalam mempertimbangkan perbandingan jumlah siswa dengan jumlah guru serta kapasitas ruangan yang kurang maksimal yang membuat beberapa guru mengajar lebih dari satu mata pelajaran. Selain itu pada perencanaan metode dirasa masih kurang karena belum maksimalnya humas yayasan dalam mengelola informasi-informasi sekolah sehingga membuat kurang maksimalnya pengelolaan media social sekolah. Namun pada perencanaan lokasi, perencanaan layout, perencanaan kualitas, penjadwalan operasional hingga kontrol operasional sudah berjalan cukup baik.*

***Kata kunci:*** Pendidikan, Manajemen Operasional, Sekolah, Peningkatan Kualitas

## **INTRODUCTION**

The role of education is needed in improving human quality (Welch, 1975; Malik, 2018). One of the important roles of education is to educate a nation that is superior, intelligent and knowledgeable. Education provides learning in forming character, religion, and can influence humans in living their personal and social lives. Education is also used as a benchmark that can influence human quality in the future. In the world of education, all kinds of reforms are needed so that they are not crushed by the times. According to Karjawati (2013), education is required to adapt and develop in the fields of development and science to be more effective and innovative. Educational institutions are now facing the rapid flow of change due to globalization which has given rise to competition in the management of educational institutions, both public and private. Globalization demands the need for relevance of school programs to the needs of society and the world of work/industry regarding the quality of graduates (output) as well as the emergence of globalization of education with the emergence of international standard educational institutions. As a result of revolution and globalization, competition has emerged which has now become increasingly fierce because it is no longer limited to competition between fellow educational institutions. This competition occurs not only in the business sector, but this competition has also spread to our world of education, starting from play groups, elementary schools, middle schools, high schools, universities, and even educational institutions.

In the era of globalization, it is also mandatory for all schools or educational institutions, especially junior high schools, to develop their education to make students with superior knowledge, and always prioritize improving the quality and quality of education. According to Trianto (2009), education that can support future development is education that develops the potential of its female students so that they can face and solve the problems or issues in life that they experience. The potential developed in a learning process that can improve the quality of education is influenced by the quality of the learning process itself. Junior High Schools always promote superior education in character, religious and academic development (McCallen & Johnson, 2020). Junior High Schools have school programs that are structured around school management. School management is structured so that all programs and developments within it are detailed and structured according to the progress desired by the institution or agency itself. Not only that, but junior high schools also need special management that is able to make activity and learning programs run in accordance with the existing curriculum. One of the roles of management is that school development efforts can be conceptualized to meet educational needs in the era of globalization and ensure that the maintenance of educational institutions and development takes place effectively and efficiently, namely operational management (Gunasekaran & Ngai, 2005).

Operational management is an important part of the development, maintenance, supervision and design process in an educational agency or institution (Kumar et al., 2018; Saffar & Obeidat, 2020). The important role of operational management greatly influences all processes and results in development activities, especially in educational institutions. Operational Management can also be interpreted as a process that requires

activity and concentration from students so that the desired development can be appropriate, therefore in operational management there are core lessons that explain the operational process of products/services starting from Input – Process – Output of a company, institution or factory. as a field of science that provides various learning experiences to understand the concepts and production processes of company activities. Operational Management is one of the main functions that must exist in all types of educational institutions so that if you want to manage an organization, you inevitably have to learn the concept of operational management (Zietlow et al., 2018). Operational Management also emphasizes direct experience to develop the competencies and skills or programs of an educational institution so that they are able to understand the process through the process of finding out functions so that the concepts are interrelated.

The success of educational institutions, especially at SMPT Daarul Muttaqien, in organizing educational programs is largely determined by the effort and ability to implement and implement management functions professionally (Longoni et al., 2018). Education management is a series of forms of collaboration between educational personnel and all resources at the SMPT Daarul Muttaqien educational institution to achieve goals that have been prepared together (Connolly et al., 2019; Tan et al., 2022; Hallinger & Kovačević, 2022). The essence of operational management in Islamic educational institutions can be seen from the implementation of its functions starting from planning, organizing, directing, implementing and supervising. Thus, SMPT Daarul Muttaqien is required to prepare, implement, monitor and evaluate future development plans for SMPT Daarul Muttaqien, in order to meet national education standards and then strive to improve its quality to higher and better standards. This research describes and analyzes the implementation of management functions in the management of SMPT Daarul Muttaqien regarding the implementation of operational management functions in management in educational institutions. This can be used as an alternative concept and step for developing Islamic educational institutions.

## **RESEARCH METHODS**

The method used in this research is a descriptive qualitative method, namely a type of research that displays data as it is through more detailed observations, and then as a basis for presenting a complete picture/description. The use of qualitative methods is a method of research that produces descriptive data, namely trying to produce written or spoken words and observing behavior. In this research, data collection was carried out by interviews using semi-structured techniques and direct observation in the field. This research uses purposive sampling, namely the technique of sampling data sources with certain considerations, for example by selecting data sources from informants who are considered most knowledgeable or relevant to the expected data. Testing the validity of the data in research uses the poleulation technique, namely data collection that combines several existing procedures and data collection sources. The data analysis technique in this research uses qualitative analysis in the dominant form of words, not in the form of numbers or numbers. The stages of data analysis are reviewing all data collected from various sources, summarizing the collected data, sorting out the main things, and then arranging them systematically, categorizing the data into several groups of data resulting from the study, checking carefully and thoroughly for the validity of the data, and drawing conclusions and verification.

## **RESULTS AND DISCUSSION**

Based on the results of research regarding the analysis of operational management functions at SMPT Daarul Muttaqien Surabaya, several findings can be identified that reflect the quality of school operational management (Riyadi, 2023). The success of SMPT Daarul Muttaqien can be seen in several ways. The advantages it has in planning school operations. It is possible that this agency has succeeded in optimizing its capacity, choosing a strategic location, developing an efficient layout, prioritizing the quality of education, and implementing effective methods in carrying out daily operations

(Ferdowsian, 2016). The research results also note that there are still several aspects that need to be improved by SMPT Daarul Muttaqien. Details of the aspects that need improvement are not provided in this context, but this provides an opportunity for schools to continue to identify areas for improvement. Understanding these findings can help institutions to make improvements and improvements in operational management, so that schools can continue to innovate and provide better educational services to students. The results of this research provide an overview of the success and potential for improvement in the operational management function at SMPT Daarul Muttaqien Surabaya, and it is hoped that it can become a basis for further development in the future (Choi et al., 2018; Prajogo et al., 2018).

The operational planning elements, the room capacity of SMPT Daarul Muttaqien only has 10 classrooms, 1 teacher and tu room, 1 library, 1 science lab, 1 computer lab, 1 infirmary, 1 principal's room, 1 teaching room, the building of SMPT Daarul Muttaqien is a complex with units. With the number of students reaching 181 students in the 2023-2024 academic year and 24 educational staff and employees. This is still felt to be insufficient, so in practice in the field it causes some teachers to have to cover more than 1 subject at SMPT Daarul Muttaqien. The classrooms are not very large, they can only accommodate a maximum of 25 students in one class. This causes Daarul Muttaqien Middle School to only be able to accept 3 to 4 groups of new students in one academic year with a class size of 25 students. Based on these limitations, what the management of Daarul Muttaqien Integrated Middle School does is use a moving class and subject classroom system. Make students not bored in the same class during teaching and learning activities.

The strategic location of SMPT Daarul Muttaqien is very close to densely populated residential areas in the Manukan, Wonorejo, Kuwukan and surrounding areas. This school is also very easy for customers (potential parents) to find because it is right next to the Manukan gas station, to the west of the Manukan terminal. This causes this school to have easy access from all directions. The existing layout planning at SMPT Daarul Muttaqien is considered quite good. Providing sufficient facilities, equipment and equipment for layout planning activities for this agency. Both financial reports, student and workforce attendance reports, activity reports have been made through digital technology, enabling school administration and governance to run well and smoothly (Oussii & Taktak, 2018; Cellini & Turner, 2019).

Quality planning at the Daarul Mutatqien SMPT school is considered very important and is one part that can support the success of the school. The quality offered to customers (potential parents) in this case is related to the learning process at school, both academic and non-academic. One form of school quality can be seen from the school's accreditation score. SMPT Daarul Mutatqien has an index score of 92 (accredited A) according to the national accreditation body. Apart from school accreditation and good school reports, this school also offers boarding school facilities (dormitory/cottage). Boarding makes it easier for people who want to send their children to SMPT Daarul Muttaqien but are hampered by the long distance from where they live. The educational curriculum implemented at this school uses the independent learning curriculum according to instructions from the Surabaya city education office which is combined with the internal curriculum, namely the Islamic curriculum and the tahfidzul Qur'an curriculum to become an attraction and increase the quality of the school.

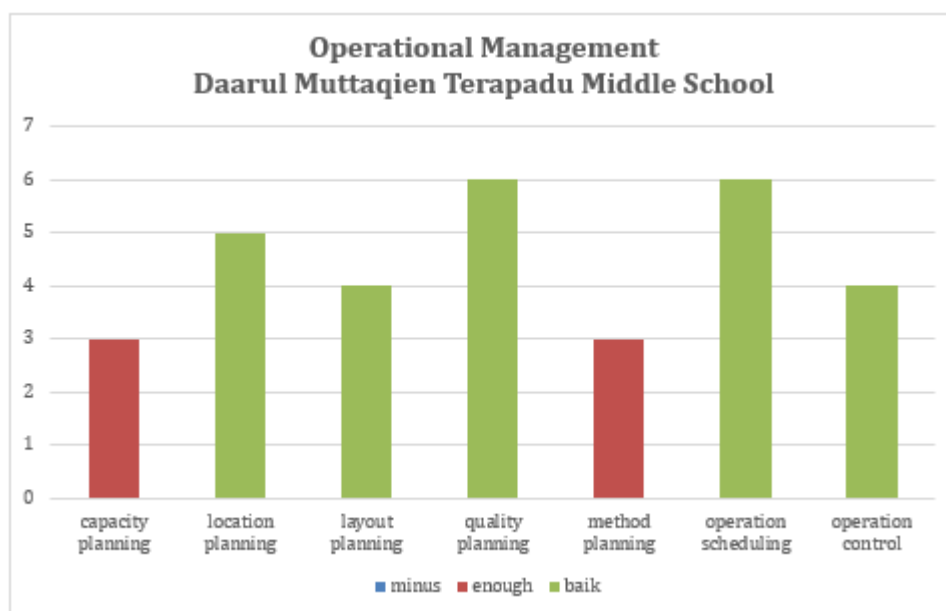
Activities in the field on the planning method of Daarul Muttaqien SMPT, improvement is needed to speed up school services starting from the front office. At SMPT Daarul Muttaqien the FO office is one with other units such as SDIT, RA and JR. In terms of information and technology systems, SMPT Daarul Muttaqien has actually implemented it quite well, such as utilizing the social media it has, namely Facebook, Instagram, Tiktok and YouTube. However, the obstacle or shortcoming here is that social media is not optimal enough to cover one foundation so that the units stand independently. Foundation public relations is not optimal in managing unit media and information. Based on these shortcomings, the Daarul Muttaqien SMPT unit maximizes

this by collaborating with the teacher council and employees who also act as school public relations, in this case the student affairs and PPDB public relations sectors.

SMPT Daarul Muttaqien has quite good operational scheduling. Open from 06.55 WIB to 16.00 WIB Monday to Friday while on Saturday 06.55 WIB to 12.00 WIB. The school is based on a full day school so that from Monday to Saturday students still attend school, including teachers and employees. With such a busy schedule, this school offers facilities in the form of catered lunches and free drinks from the school. The parents do not need to worry or worry about the condition of their children at school. For academic scheduling, SMPT Daarul Muttaqien has an academic calendar outside of the educational calendar provided by the education office. Based on this education calendar, students, teachers, foundations and parents can find out detailed schedules for each month and semester of students. The purpose of the education calendar is as a means of communication between the school and parents and also administratively so that it is scheduled and detailed.

Regarding operational control, Daarul Muttaqien SMPT management already has fairly good management control. Students, teachers and school employees are monitored and evaluated in a scheduled and controlled manner. For students at SMPT Daarul Muttaqien, one form of control is carried out with tashih (exams) such as tashih worship, tashih ablution', tasmii' memorization of the Al-Qur'an and semester exams for the academic category of the education service. These exams are used as a form of control and evaluation material if there are students who do not achieve school targets. Then you will receive special training. This also applies to teachers and employees. At this school, employee performance assessments are implemented which are assessed by parents, students, principals and colleagues. Apart from being mandatory from the education department, this assessment or control is also used as material for evaluating workers while working within SMPT Daarul Muttaqien Surabaya.

Based on the theory and facts of operational management at Daarul Muttaqien Integrated Middle School, explained in the graph are as follows:



**Figure 1.** Daarul Muttaqien SMPT operational management graph

In the analysis of operational management functions at SMPT Daarul Muttaqien Surabaya, it can be seen that this school received a good assessment in several key aspects such as location planning, layout, quality, scheduling and operational control. This success can reflect the dedication and efforts that have been made by the school in designing and running its operations efficiently. The existence of a good assessment on

these aspects can mean that SMPT Daarul Muttaqien has succeeded in establishing a solid foundation in its operational management, which in turn can support the provision of quality education. There are sufficient notes on two aspects, namely capacity planning and method planning. The existence of teachers who hold more than one subject can indicate the need for a review of human resource allocation and staff empowerment. In addition, the limited number of classrooms can hinder capacity management and requires creative strategies to overcome this. In addition, the lack of optimal foundation public relations in handling school social media shows an opportunity to strengthen school communication and marketing strategies in the digital era. By realizing this note, SMPT Daarul Muttaqien can take the necessary corrective steps to increase the effectiveness of the school's capacity planning, teaching methods and social media management, so that it can continue to develop and provide more optimal educational services.

## **CONCLUSION**

SMPT Daarul Muttaqien has implemented several operational activity systems as a form of maximizing the company's operational activities. Based on interviews and research activities in the field on the planning method of SMPT Daarul Muttaqien where an improvement is needed in order to speed up service. Location planning based on data obtained by researchers through interviews resulted that SMPT Daarul Muttaqien already had a strategic location plan. Because it is in the heart of the city of Surabaya, namely western Surabaya. Regarding operational control, Daarul Muttaqien SMPT management already has fairly good management control. Based on this research, the quality offered to customers (potential parents) in this case is related to the learning process at school, both academic and non-academic. The existing layout planning at SMPT Daarul Muttaqien in sharing information based on interviews conducted by researchers is considered quite good. Providing sufficient facilities, equipment and equipment for layout planning activities for this agency. Students, teachers and school employees are monitored and evaluated in a scheduled and controlled manner. The operational management functions of Daarul Muttaqien SMPT, it has a good assessment of the aspects of location planning, layout, quality, scheduling and operational control. However, there are sufficient records in terms of capacity planning and method planning because there are still teachers who hold more than 1 subject, the limited number of classrooms and the foundation's public relations are not optimal in handling school social media.

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