

Operational Management Analysis in Increasing Company Turnover

Operational
Management
Analysis

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ABSTRACT

MSMEs are one effort to reduce unemployment in Indonesia. The development of MSMEs in Indonesia cannot be separated from the following factors, including the use of technological facilities; information and communication; ease of borrowing business capital; reduction in final Income Tax (Pajak Penghasilan/PPH) rates. One of the MSMEs in Mojokerto Regency is Haniprint, a business in the printing and gift sector. This business is a new business, which started in 2020. The aim of this research is to explain the operational management implemented at Haniprint; starting from the customer service process to the order finishing process. This research also explains the influence of implementing operational management on increasing Haniprint's turnover. This study uses a qualitative method. This research method aims to explain the situation of a business in the printing and gift sector in depth and is carried out by collecting as much data as possible. The data collection process was carried out by means of interviews and experiencing processes in the printing and gift sector. The results of the research show that good operational management greatly influences the increase in turnover, but this is not the only factor that influences the increase in turnover. Customer needs in certain months of each year also influence the increase in turnover.

Keywords: Management, Operations, Turnover, MSMEs

ABSTRAK

UMKM merupakan salah satu usaha mengurangi pengangguran di Indonesia. Perkembangan UMKM di Indonesia tidak terlepas dari faktor-faktor berikut diantaranya pemanfaatan sarana teknologi, informasi, dan komunikasi; kemudahan peminjaman modal usaha; menurunnya tarif Pajak Penghasilan (PPH) final. Salah satu UMKM di Kabupaten Mojokerto adalah Haniprint, usaha dibidang printing dan kado. Usaha ini merupakan usaha baru, yang dimulai sejak tahun 2020. Tujuan dari penelitian ini untuk menjelaskan manajemen operasional yang diterapkan pada Haniprint; mulai dari proses pelayanan pelanggan hingga proses finishing pesanan. Penelitian ini juga menjelaskan pengaruh penerapan manajemen operasional pada peningkatan omset Haniprint. Penelitian ini menggunakan metode kualitatif. Metode penelitian ini bermaksud menjelaskan keadaan suatu usaha dibidang printing dan kado secara mendalam dan dilakukan dengan mengumpulkan data sebanyak-banyaknya. Proses pengumpulan data dilakukan dengan cara wawancara dan mengalami proses pada usaha dibidang printing dan kado. Hasil dari penelitian

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diketahui bahwa manajemen operasional yang baik sangat berpengaruh pada kenaikan omset, namun hal ini bukan merupakan satu-satunya faktor yang mempengaruhi kenaikan omset. Kebutuhan pelanggan pada bulan-bulan tertentu pada setiap tahunnya serta strategi promosi turut mempengaruhi peningkatan omset.

Kata kunci: Manajemen, Operasional, Omset, UMKM

INTRODUCTION

Operational management is a critical process in an organization to optimize the use of existing resources in order to achieve more beneficial results. Suganda & Purnamasari (2022) identification and analysis process of various operational activities, including raw material inventory management, production, distribution and quality control. By managing these aspects, companies can increase efficiency and effectiveness in carrying out their operations. In this context, operational management is not just about the production of goods, but also includes improving business processes as a whole. The implementation of operational management can help companies achieve optimal performance distribution and ensure that all performance processes support the achievement of vision, mission and business goals (Ramandini, 2023). Small and Medium Enterprises (MSMEs) in the Indonesian economic context are also very significant. Manurung et al. (2023) noted that MSMEs have an important contribution to the country's economic growth. MSMEs not only create jobs, but also become economic pillars of local communities. Within the framework of operational management, the application of these principles is crucial for the sustainability of MSMEs. Efficiency in inventory management, production and distribution can help MSMEs face dynamic market challenges. Therefore, understanding and implementing good operational management can help MSMEs remain competitive and develop, making them stronger contributors to national economic growth.

Micro, Small and Medium Enterprises (MSMEs) have a strategic role in reducing the unemployment rate in Indonesia. According to Wijaja (2020), MSMEs can be one solution to overcome the problem of unemployment by absorbing a large number of workers. Especially in Indonesia, the majority of MSMEs are domestic businesses that are labor intensive (Pramiana, 2024). This means that MSMEs not only contribute to economic growth, but also create employment opportunities for local communities. By expanding and supporting MSMEs, governments and stakeholders can help reduce unemployment rates, improve community welfare, and stimulate economic growth at the local level. One of the MSME sectors that is growing rapidly in Indonesia is the printing business. According to Nabil et al. (2022), printing businesses use industrial techniques to mass produce text and images, especially on paper media, using ink and printing machines. The printing business continues to develop along with changes and variations in market needs (Iso et al., 2024). With developments in technology and design trends, printing businesses can continue to adapt to meet changing market demands. The growth of the printing business not only creates new job opportunities, but also contributes to innovation and progress in the creative industry. Businesses such as printing in the MSME environment can have a significant positive impact on the economy and workforce resilience in Indonesia.

Behind the existence of MSMEs there are several obstacles, including low human resources, lack of information technology knowledge, and capital difficulties (Wijaja, 2020). Operational management skills are an effective solution to help MSMEs overcome this problem (Hanif et al., 2023). Operational management can help MSME players to increase efficiency and productivity in carrying out their business operations (Sudiantini et al., 2023). Promotion and marketing strategies can encourage the success of an MSME (Chaerani et al., 2020). In this research, an analysis will be carried out regarding operational management in the Haniprint printing and gift business. Haniprint is one of the MSMEs that has only been established for three years.

LITERATURE REVIEW

Based on analysis of data found through the Google Scholar search engine for the period 1996-2024, it was revealed that a lot of research had been carried out in this domain. The discovery of 980 articles shows significant research interest and focus on operational management in Micro, Small and Medium Enterprises (MSMEs) in the printing and gift sector. This reflects awareness of the important role of MSMEs in the economy, especially in the printing industry which continues to grow. These studies can cover various aspects of operational management, from inventory management to distribution, which are relevant to the challenges and opportunities faced by MSMEs in the sector. Figure 1 shows a visual representation of the volume of articles found over the specified time period. Further analysis of these articles can provide deeper insight into trends, findings and recommendations related to operational management in the context of printing and gift MSMEs. As a rich source of information, these articles can be an important reference for practitioners, academics and decision makers interested in improving the operational management of MSMEs in this sector.

Citation metrics		Help
Publication years:	1996-2024	
Citation years:	28 (1996-2024)	
Papers:	980	
Citations:	11794	
Cites/year:	421.21	
Cites/paper:	12.03	
Cites/author:	9744.86	
Papers/author:	772.64	
Authors/paper:	1.68	
h-index:	43	
g-index:	102	
hI,norm:	40	
hI,annual:	1.43	
hA-Index:	20	
Papers with ACC >= 1,2,5,10,20:	243,158,78,37,20	

Figure 1. Search results via publish or perish with the Google Scholar search engine

Based on research that has been conducted, research on operational management in MSMEs has the result that operational management plays a very important role in the success of an MSME (Ramadhan & Sutawidjaya, 2020). However, some MSMEs do not understand the implementation of operational management, so training needs to be carried out to support the sustainability of MSMEs in Indonesia. Apart from good operational management, marketing and promotional strategies contribute to the success of MSMEs in Indonesia. MSMEs are expected to be able to participate in digital promotions like today (Wijaja, 2020; Hanif et al., 2023; Nabil et al., 2022; Pramiana, 2024; Iso et al., 2024). Searching for previous articles can be done with the VOSviewer application, where the application can visualize the keyword.

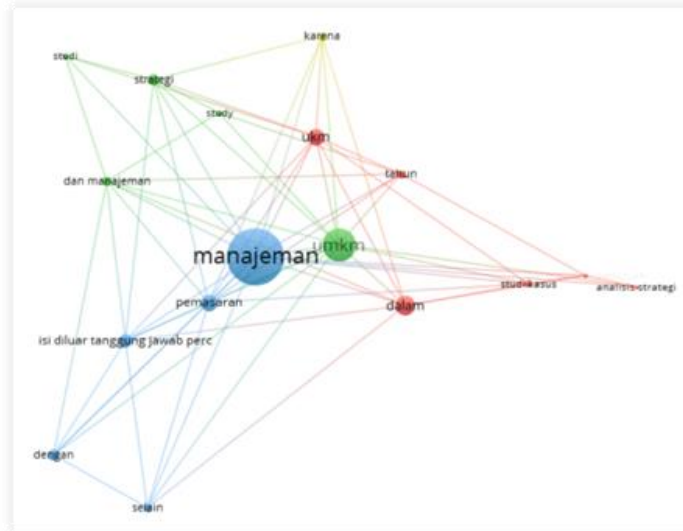


Figure 2. Visualization using VOSviewer with Network Visualization

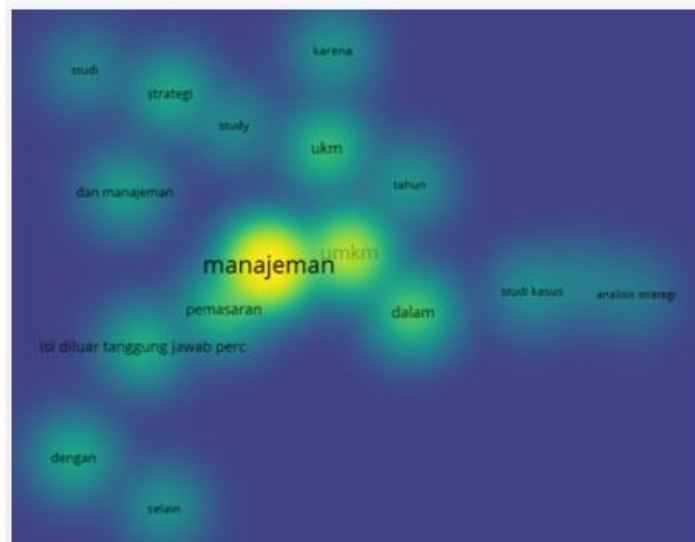


Figure 3. Visualization using VOSviewer with Density Visualization

In Figure 2, the distance between points illustrates the strength between them. The shorter the distance between the two, the closer the relationship between the two. The lines formed show how often they are connected. Figure 2 shows that management is closely related to MSMEs, strategy, marketing, strategic analysis, etc. Figure 3 has a color gradation for each keyword towards a dark color which shows the density or number of keywords appearing in a study. Figure 3 shows that there is a significant influence from management on MSMEs. Management is closely related to MSMEs, strategy, marketing, strategic analysis, and so on. Management knowledge really supports the success of an MSME.

METHODS

The method used in this research is a qualitative method. The research is descriptive and presents analysis. This research method aims to explain the situation of a business in the printing and gift sector in depth and is carried out by collecting as much data as possible. The data collection process was carried out by means of interviews and experiencing processes in the printing and gift sector. The process involved starts from seeing how orders are received, working on the design or layout, the printing process, to the finishing process. Sales data obtained from research are described qualitatively.

Because apart from good operational management in a business, the increase in turnover is of course also influenced by other factors, not just good service.

RESULTS

Haniprint is an MSME in the printing and gift sector. Located at Wonorejo Hamlet, Sumberwono Village, Bangsal District, Mojokerto Regency, East Java. This business has been established for three years, starting in 2020 to be precise. When it first opened in 2020, this business only used simple equipment in the form of a printer and a table. The services offered at that time were still limited, only providing printing services; decal; and print photos. In 2021, this business will begin to develop with the addition of printer machines and services. Along with the increasing number of customers and increasingly diverse requests from customers. This year there are additional services, namely sticker printing, print invitations, print souvenir cards, print certificate, print custom notes, wall décor photo, pop up photo, bouquet, and others. The addition of this service contributed to the increase in the number of customers.

In 2022, additional printer machines, laminating machines and several other equipment will be added to display products from Haniprint. The display of Haniprint products such as wall décor photos, pop up photos, sample photo sizes, and ready bouquets is carried out to attract new customers to buy gift products at Haniprint. In 2023, additional products will only be developments of previously existing services. This year, promotions have been intensified to reach even more customers, apart from that, operational management has also received increasing attention. Apart from looking for new customers, this business also tries to retain old customers so they return to order. For this reason, things that are lacking in operational management continue to be improved in order to increase customer loyalty at Haniprint.

In 2024, the services offered will be much greater than when it first opened. Not many services will be added this year, in the fourth year and in the following years this business will be established, social media optimization will be carried out. Because previously social media only existed, but was not very active due to several reasons. One of them is because there are many fake buyers who have been served but canceled their orders



Figure 4. Print opening early 2020

To find out business developments each month and year, a list of turnovers obtained each month is made. Starting from September 2020 until December 2023. The turnover list was then graphed in Figure 5, to make it easier to read the increase in turnover each month.



Figure 5. Haniprint Turnover Graph September 2020 to December 2023

From Figure 5, see that every month there is an increase and decrease in turnover. However, every year from 2020 to 2023 there continues to be a significant increase. This increase and decrease occurred due to various factors.

To determine the increase in the number of promotional viewers as well as the addition of subscribers, a table was also made of the number of viewers of promotional content from 2022 to 2023. The following is a recap of the number of viewers of promotional content on WhatsApp stories for two years.

Table 1. Average Viewers of Promotional Content on Haniprint's WhatsApp Story in 2022 and 2023

Year	Month	Average Viewership Whatsapp Stories every Month
2022	January	398
	February	413
	March	418
	April	403
	May	487
	June	490
	July	532
	August	535
	September	500
	October	536
	November	530
	December	532
2023	January	533
	February	543
	March	548
	April	556
	May	620
	June	590
	July	539
	August	607
	September	646
	October	654
	November	668
	December	702

In the Table 1, it can be seen that every month there tends to be an increase in the number of viewers of Haniprint promotional content. This also happens as the number of Haniprint customers increases. In certain months there is also a decrease in viewers, such as in September 2022, this occurs due to inaccurate broadcast times and the amount of content uploaded at that time.

DISCUSSION

Based on data obtained from interviews and direct observations at Haniprint's business premises. It is known that Haniprint has implemented good operational management since Haniprint was founded, even though Haniprint is a new MSME. Operational management is carried out starting from the design process (Armistead & Machin, 1997). Customer order chats are responded to quickly to find out what they want, after the customer's wishes can be translated properly, the design or layout process continues. In this design process, Haniprint strives to be implemented quickly because the majority of customers need finished results as soon as possible. After the design is carried out, the design or layout is shown first to the customer to minimize errors during printing. If there are no revisions, continue with production activities or the printing process. Between the request and the finished product, the effort is always in accordance with the customer's request, however sometimes misunderstandings also occur because the majority of orders and design deals are done online to save time and customers don't have to queue for a long time at Haniprint. In one month, there were around five misunderstandings, both regarding printed materials and layout. This is something that is normal and often happens not only in the printing business. If there is a misprint, Haniprint will replace it as soon as possible for customer satisfaction. To prevent printing errors from recurring, Haniprint generally asks customers to come directly to the location for consultation before printing. Especially for complex orders, customers are expected to come directly to facilitate and anticipate printing errors. This has been applied several times to customers who do not mind placing orders directly.

During the printing process, supervision is also carried out to ensure everything has been printed and done as it should. After printing the order can be given directly to the customer. There are also those that are still in the finishing process, such as having to be cut; folded; or affixed in advance according to request. If there is a time lag when the print is finished and taken, a documentation process will be carried out for promotional purposes and samples to other customers. Haniprint routinely carries out the process of promoting prints and other content regarding printing and gifts to attract new or old customers to order again. Promotions are carried out on various social media including WhatsApp stories, Instagram stories, Instagram feeds, and TikTok. Apart from social media, Haniprint also regularly changes banners and placards so that customers can always see them clearly when they come directly to Haniprint. Installing a banner in front simply adds to the attraction of customers who come, as well as people passing by in front of the shop. All processes that occur in the printing and gift business certainly cannot be separated from the owner's attention to operational management. Starting from receiving orders to finished products, everything is supervised and controlled by the owner and his team. The business strategy carried out will of course go through a process, as the business continues to run longer. Problems that arise are addressed gradually and studied so they don't happen again.

Based on the research, a graph of the increase in turnover was also obtained in Figure 5 and the average number of viewers of promotional content on the HaniPrint WhatsApp story in 2022 and 2023 in Table 1. The smoothness of the business, the increase in turnover and the increase in the number of customers each month, apart from being determined by good operational management, are also determined by other factors. Apart from being influenced by good operational management, the increase in turnover is also influenced by customer demand in certain months. Based on interviews conducted, the increase in turnover generally occurs in June. In June the increase in turnover occurred due to the large number of customers from school children who printed papers, assignments, etc. because school exams were approaching. The increase in turnover also occurred during the month of Ramadan. In the month of Ramadan, orders for stickers, Eid envelopes, Eid greeting cards, wedding invitations and circumcisions are increasing. In the month of Ramadan, many customers try to meet their needs for the following month, namely the month of Shawwal.

In the research, a table of the average audience for Haniprint promotional content on social media was also obtained. A large number of promotional viewers in a particular month does not have a direct impact on sales in that month. Because the impact of a promotion is not always when the promotion is displayed, but only has an impact several weeks or even months after the promotion is displayed. Therefore, when customers need the product. The promotions carried out are not only to attract customers to place orders right away, but are also an introduction to what products are offered at Haniprint. The introduction is carried out so that customers always look for Haniprint whatever their printing needs, considering the complete range of printing products and gifts offered by Haniprint. However, the promotional strategy carried out also helped increase sales. Such as not uploading the same content continuously, displaying new products to make them look dynamic, and so on.

CONCLUSION

Haniprint has implemented an operational system to maximize business operational activities. Starting from supervising activities, designing, to controlling business activities. Based on interviews that have been conducted and research, by directly following the process of the Haniprint business, it can be seen that this business is running well internally and externally. This is proven by orders that are always completed on time as promised, complaints are also handled well and handled quickly, apart from that, the testimonials and ratings given by customers are also very good. However, to keep up with the times and increasingly diverse customer demands, improvements need to be made every year, including by developing skills for business actors. Skill development can be done in stages every year. However, it continues to be consistently sharpened every year. Apart from that, online customers also need to pay attention by optimizing existing social media. Good operational management really helps the smooth running of Haniprint's business. This smoothness also determines the increase in turnover, which tends to increase over time. The rise and fall of turnover that occurs is not only influenced by operational management, but is also influenced by customer needs. In certain months, such as the Suro month, turnover tends to decrease every year due to a decrease in customer demand. Customers' needs for printing and gifts in this month tend to be less than in other months due to the lack of events held by the community in that month. The promotional strategy carried out also helped increase sales.

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