

## ANALYSIS OF MANUFACTURING FIRM OPERATIONAL MANAGEMENT

Ratnawita<sup>1</sup>, Suryati Eko Putro<sup>2</sup>, Muhammad Rozali<sup>3</sup>

STIMA IMMI Jakarta<sup>1</sup>

Universitas Teknologi Surabaya<sup>2</sup>

Universitas Borobudur<sup>3</sup>

### ARTICLE INFO

#### Keywords:

*PT Hanan Boga Rasa,  
Operational Management,  
Process Strategy, Project  
Management*

#### E-mail:

witadosen@gmail.com<sup>1</sup>  
suryatiekoputro@yahoo.com<sup>2</sup>  
m.rozali@borobudur.ac.id<sup>3</sup>

### ABSTRACT

The higher growth of companies results in increasingly fierce competition in every business sector. To be able to survive in competition and increase sales volume, companies must have a new and mature strategy. Of course, in an established company, increasing sales volume requires an operational strategy. This study focuses on examining the implementation of the operational management strategy of the manufacturing company PT Hanan Boga Rasa in terms of human resources, work design, measurement of working hours, project management, process strategy and quality control. This research also examines changes in the company before the Covid-19 pandemic and after.

Copyright © 2023 Economic Journal. All rights reserved.  
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](#)

## 1. INTRODUCTION

The company's growth rate is getting higher, making competition more stringent in all business sectors, both service companies, trade and industry. Not all businesses have the same purpose when they are created; some have a specific purpose. It depends on the founder's company orientation. The company was formed with two orientations in mind: profit-oriented and non-profit oriented. According to [1] Sales volume refers to the number of units of goods or services that can be sold, while sales results refer to the amount of money received by the seller as a result of sales.

In a business organization, different work units are responsible for carrying out different functional activities such as marketing, production, finance, accounting and various organizational functions. These work units are known by different nomenclature such as departments, divisions, sections, and so on. Many of these work units implement corporate plans and strategies. They develop and decide on an operating strategy for themselves, and then they concentrate on the following year [2].

Of course, in an established company, increasing sales volume requires an operational strategy. Operational Management according to [3] Hospitals, universities, clothing factories, and other types of commercial industries can all benefit from the discipline of operational management. Operations management is connected with the creation of commodities and services, claims [4] We deal with various kinds of products or services every day, all of which are processed under the control of operations managers. Operations managers operate in the service sector as well as the manufacturing sector. For example, in the public sector, post offices, lodging facilities, places to eat, travel agencies, banks and retail outlets. In organizational production there is the scope of the operations manager. Regarding the operating function and transformation system applied, operations manager makes decisions. Operations management is the study of how the operations function makes decisions. [5]

## 2. LITERATURE REVIEW

### Operational Management

Based on [6] Operations management is the design, operation and improvement of production systems that form the company's primary goods and services. Operations and production management in general can be defined as directing and controlling various activities that make up various types of resources to form certain goods and services. In another sense, operations and production management are included in all forms and types of decision-making starting from determining the type of goods or services to be produced, the resources needed, how to produce them and the techniques to be used until the goods and services reach the user. According to [7] Production management which relates the production of real products is the definition of operational management, Based on the definition given, production and operations management can be summed up as a set of procedures for producing

commodities, services, or activities that take different forms by increasing or adding to the advantages of products or services that will be used to fulfill human interests.

### **Human Resource, Job Design, and Work Measurement**

Human Resource Management is a series of activities in order to be able to obtain, practice, assess and issue compensation to staff, monitor their work relations, comfort, fairness and health. Human Resource Management is a managerial activity that aims to design, attract, retain and develop human resources[8]

Job design is the procedure for forming the organization of work into the tasks required to operate a particular job. Job design is a way in which aspects of a job are organized. There are three important stages in job design, namely analyzing work processes, organizational structure and business strategy.

Work measurement is a work time scale that determines the time of an activity required by an operator in carrying out a work activity within a reasonable tempo and conditions. [7][8]. The achievement of a work measurement scale is to be able to estimate how long it would take a trained operator, working eight hours per day under typical conditions and at a regular pace, to complete a given task[11]-[14].

### **Project Management**

Project management is the process of planning, organizing, directing, and controlling the company's personnel to achieve the short-term goals that have been set to complete certain goals. Project management applies the management system method by having functional personnel assigned to work on a particular thing [15]. Project management is a combination of human resources and other resources formed in a temporary organization in order to achieve certain goals.

Therefore, it is clear from this description that the idea of project management is planning, organizing, leading, and managing company personnel, both human and material, and having a vertical hierarchy and a horizontal hierarchy (activity flows).

### **Process Strategy**

Deciding how goods or services are made i.e. production and binding controls for specific technology, quality, HR, and budget expenditures determines much of a company's basic cost structure,' according to the definition provided by the definition committee. This implies that we can control certain technologies, quality, human resources, and capital investment which are important parts of the company's fundamental cost structure. We may also specify how goods or services are made (i.e., the manufacturing process). The company's plan for turning labor into products and services is called a work-in-progress strategy. The intent is to be able to develop processes that produce products that satisfy customer needs without being constrained by budget or other control considerations.[16]

### **Managing Quality**

Establish rules and a series of activities to know and obtain that quality to determine customer expectations for quality. A great tonic for improving surgery is quality. Managing quality helps in developing differentiation, low cost, and effective reaction tactics. Therefore, it can be concluded that identifying the quality that consumers expect and establishing policies and procedures to find out and achieve quality is a good tonic to improve the company's operational activities, especially by managing good product quality, assisting in the development of differentiation strategies, low costs, and a successful response[2].

Profitability can increase as a result of company improvements that improve product quality, increase sales, and cut costs. Sales growth is often the result of business improvements in response time, price flexibility, and product quality. According to one study, high quality firms are five times more productive than low quality firms in terms of units produced per hour worked

## **3. METHODS**

In this study, the authors obtained data from secondary sources, namely journals and articles published openly in the mass media and official websites. The research method used is qualitative research and the research object used is the manufacturing company PT Hanan Boga Rasa.

#### 4. RESULTS AND DISCUSSION

##### **Analysis of Company Business Operations Before, During, and After the Pandemic Period Based on Human Resource Theory, Job Design, and Work Measurement**

The purpose of the organizational structure is to facilitate the process of carrying out work and encourage collaboration between colleagues so that the roles and methods of each employee are clear in carrying out their work. The organizational structure of PT Megasari Makmur is divided into several levels as follows:

- 1) The day-to-day management of the HR Information System and the processing of employee data, including wages and hours worked, fall under the purview of HRS and HRIS.
- 2) HRBP and HRRS. You are responsible for advising line management on HR matters, as well as working with the HR Department to analyze trends and analytics.
- 3) HR Director. Responsible for creating and managing human resources. This includes developing the quality of human resources as well as their planning, implementation and monitoring.
- 4) EmployeeAdm. Register new employees and enter data into the system, such as contract and position details. Draw up employment contracts for employees and extend their validity if necessary.
- 5) time management. Enter personnel records in the following formats: leave, illness records, permits, and resignations.
- 6) Learning and growth. responsible for developing and practicing learning techniques and programs and assessing organizational and individual growth needs.
- 7) *recruitment*staff. Take full responsibility for the hiring process, which includes scouting potential personnel, conducting interviews and making hiring decisions.
- 8) Staff training. Know the latest knowledge about the main abilities that employees need in order to work well.

To analyze or assess the performance of its employees, PT Megasari Makmur Bogor has established an employee performance appraisal method that has been made in accordance with the company's operational standards. At PT Megasari Makmur Bogor, employee performance appraisal is once a year, or every HMK (termination of contract) of employee work. Managers from each division conduct evaluations at PT Megasari Makmur Bogor once a year, or at the end of the employee's work contract.

During the pandemic, PT Megasari Makmur placed restrictions on employees, in accordance with the rules set by the government. As a result, many employees are on vacation during this pandemic. Employees who are allowed to enter are also very limited and must follow health protocols and keep their distance in the room. This is quite disruptive to the operational activities of the company, because the company cannot operate optimally. Hanan Boga Rasa, in collaboration with Kadin (Kadin Indonesia), is holding a Mutual Cooperation Vaccination activity for Hanan Boga Rasa employees and their families in stages until September 2021 with a total of 4,500 doses of vaccine in order to achieve herd immunity to reduce and prevent the spread of COVID-19. Hanan Boga Rasa is dedicated to continuing to support the nation's economic recovery as a key player in the industry. One of the actions we have taken is to assist the government's initiative to accelerate the COVID-19 vaccination program through this Gotong Royong Vaccination effort. Hanan Boga Rasa ensures that staff receive the best care when carrying out Gotong Royong Vaccination activities. To stop the spread of COVID-19 and build collective immunity at work, all workers and their families continue are encouraged to adhere to strict health norms and receive vaccines, either through Gotong Royong Vaccination activities or other means.

##### **Based on Project Management Theory**

By 2023, PT Megasari Makmur hopes to double its revenue and rank among the top three providers of home and personal care services in Indonesia. PT Megasari Makmur works hard to pamper its customers by offering high quality goods at competitive prices. Leading brands for Hanan Boga Rasa in their respective categories include HIT for household insecticides, Stella for air fresheners, and Mitu for baby care and wipes.

The Covid-19 pandemic presents challenges for this scheme as well. To survive in the midst of a pandemic, PT Hanan Boga Rasa was forced to change its strategy. Sanitizer production is one type of planning that is carried out. To adapt to changing market conditions and customer expectations, businesses must innovate and move. Since the epidemic, the healthcare industry has been at the forefront as consumers have turned their attention to items that promote good sanitation and health. Making this industry an opportunity as well as a struggle. Hanan Boga Rasa has carefully read this clause. This Indian

consumer goods business quickly created Sanitary to meet the need for hygiene and hygiene products. It is confirmed that this cleaning solution successfully eliminates bacteria and viruses. Godrej uses a multi-local business model strategy to introduce new product developments quickly. Sanitation was made in less than 30 days, according to President Director Hanan Boga Rasa Akhil Chandra.

### **Based on Process Strategy Theory**

With the Covid-19 Pandemic occurring in the midst of society, of course people are required to be able to keep their distance and also pay attention to the cleanliness and health of each other. Through the Sanitary product brand, PT Hanan Boga Rasa is claimed to have various expertise in the development of hygiene and health equipment. Akhil Chandra, President Director of Hanan Boga Rasa, said that companies usually need at least 12 to 24 months to produce a new product. But it only need 27 days for sanitizing. This, according to Akhil, was done to meet the demand at the start of the epidemic when many medical goods were expensive and hard to come by. According to Akhil, PT Hanan Boga Rasa used a multi-local business model to introduce hand sanitizer and aerosol products in just 27 days. According to Akhil, the venture successfully completed the first phase of product development—research and development normally takes three months—in just seven days. In addition, procedures for product introduction, processing of production permits and distribution can be completed within the next seven days. Sanitary products have been able to offer a number of versions almost every month since March 2020. Akhil claims that a multi-local business model is very important to accelerate output at that time. The basic idea behind the company's business strategy is to maintain its advantage in Indonesia while combining technology and speed with clients worldwide. the processing of production and distribution permits can be completed within the next seven days. Sanitary products have been able to offer a number of versions almost every month since March 2020. Akhil claims that a multi-local business model is very important to accelerate output at that time. The basic idea behind the company's business strategy is to maintain its advantage in Indonesia while combining technology and speed with clients worldwide. The processing of production and distribution permits can be completed within the next seven days. Sanitary products have been able to offer a number of versions almost every month since March 2020. Akhil claims that a multi-local business model is very important to accelerate output at that time. The basic idea behind the company's business strategy is to maintain its advantage in Indonesia while combining technology and speed with clients worldwide.

### **Based on Managing Quality Theory**

Before the pandemic, PT Hanan Boga Rasa had violated business ethics, namely the presence of hazardous substances or materials in their products, namely HIT. Due to the use of the active ingredients Propoxur and Dichlorvos which can have a negative impact on human health, the HIT mosquito repellent made by PT Megasari Makmur has been officially withdrawn from circulation. In the inspection at the HIT facility, the Ministry of Agriculture in this case the Commission pesticides find the use of pesticides that can harm human health by causing liver and stomach cancer, blood poisoning, nervous system disorders, respiratory diseases, and cell disorders. In response to this incident, PT Megasari Makmur expressed regret, withdrew the product from sale, and announced plans to burn the remaining stock in its storage. In addition, businesses will make goods with the same brand but with different materials that are allegedly free of harmful toxins.[17]

### **Comparison of Company Operational Problems and Strategies Implemented in Problems Before, During, and After the Pandemic Period**

Before the Covid-19 pandemic hit society, PT Hanan Boga Rasa aimed to dominate the Indonesian market and other markets, especially in Southeast Asia. The problem is, PT Godrej has difficulty finding many potential sellers in Indonesia. In addition, PT Hanan Boga Rasa has the opportunity to violate company ethics.

Companies are competing to continue to offer goods that consumers need at the lowest prices because business competition is so tight and there are many competitors with similar goods. Even though it says its products are affordable, efficient and healthy, PT Megasari Makmur has violated consumer trust by acting unethically. While consumers can be harmed by the content of these products[18].

In the field of household insecticides, HIT is the market leader. As well as being an effective insect repellent, HIT is also known for being significantly cheaper than its competitors Baygon, Vape and others. However, PT Megasari Makmur (which at that time had not been purchased by Godrej Consumer Products Ltd.) was reported by LBH to Polda Metro Jaya in June 2006.



The report is based on complaints from users of HIT products who complain of experiencing nausea, vomiting and dizziness due to HIT aerosol poisoning. The HIT factory had previously been inspected by the Ministry of Agriculture's Pesticide Commission, and testing of the contents of the goods was carried out. After testing, two (2) dangerous substances were found, namely Propoxur and Dichlorvos. The two hazardous materials, especially HIT 2.1 A (spray type) and HIT 17 L, are contained in the HIT repellent (liquid refill). Thus, on June 7, 2006, both items were officially taken off the market, and the business was required to destroy the remaining inventory in the warehouse at once.

In response to this incident, PT Megasari Makmur expressed regret, withdrew the product from sale, and announced plans to burn the remaining stock in its storage. In addition, businesses will make goods with the same brand but with different materials that are allegedly free of harmful toxins. The government has granted permission for New Aerosol HIT after passing the test. The New Aerosol HIT product was approved for production and home use on September 8, 2006, according to the Ministry of Agriculture (NO. RI. 2543/9-2006/S). The Ministry of Health also issued a permit on 22 September 2006, allowing its distribution and sale throughout Indonesia.[19]

The problems faced by PT Hanan Boga Rasa during and after the pandemic itself, namely the presence of Covid-19 itself, which has not yet been resolved. With the Covid-19 Pandemic, especially at the start of the pandemic, there were regulations that required business people or businesses to limit their operational activities. The existence of social distancing regulations that were implemented during this pandemic certainly forced all business people or businesses to carry out their operations at home or work from home.

To adapt to changing market conditions and customer expectations, businesses must innovate and move. Since the epidemic, the health industry has been at the forefront as consumers have turned their attention to goods that are safe promote good sanitation and health. Making this industry an opportunity as well as a struggle.

Hanan Boga Rasa has carefully read this clause. This Indian consumer goods business quickly created Sanitary to meet the need for hygiene and hygiene products. It is confirmed that this cleaning solution successfully eliminates bacteria and viruses. Godrej uses a multi-local business model strategy to introduce new product developments quickly. Sanitation was made in less than 30 days, according to President Director Hanan Boga Rasa Akhil Chandra.

According to Akhil Chandra, companies usually need 12 to 24 months of development time before launching. To meet consumer expectations, businesses must, however, move quickly given the epidemic conditions.

Hanan Boga Rasa has implemented a multi-local business model that combines local and international companies. This corporate model, according to Akhil, is more conducive for research. This is because Godrej is prepared to offer R&D facilities in each of the countries where it does business.[20]

For example, Godrej set up its own research and development facility in Indonesia in collaboration with national and international academics. With the help of this strategy, Godrej is able to innovate and develop new items that meet the demands of the market in which it does business. Regional factory development further strengthens this business model. As a result, bureaucratic processes can be simplified and distribution channels become stronger.

Sanitary is one example of Godrej's successful use of a multi-local business model. Sanitary is said to have achieved its goal of dominating the water/surface disinfectant market since its launch in March 2020, while coming in second place for hand sanitizer. This indicates that Indonesian consumers are happy with the new products from PT Hanan Boga Rasa. PT Hanan Boga Rasa strives to provide a variety of products in addition to this response, such as launching a line of hand care, body care, surface cleaners and detergents.

The achievement of Godrej's multi-local strategy in Indonesia so far has had a significant impact on the company's overall operations. Indonesia was mentioned by Godrej as a crucial market for his business. Nearly 20% of Godrej's global revenue comes from Indonesia. Godrej's sales in Indonesia have increased since the company arrived there in 2010.

With this strategy, PT Hanan Boga Rasa hopes to introduce high-quality goods and the latest developments that are characteristic of international companies to the local market, present goods that suit the target market, accelerate innovation, and strengthen marketing distribution.

## **5. CONCLUSION**

Based on the discussion described above, it can be concluded that the existence of the Covid-19 pandemic has not made PT Hanan Boga Rasa continue to progress and develop in their company's

operations. PT Hanan Boga Rasa continues to innovate products and develop their company's systems. Even before the Covid-19 pandemic, PT Hanan Boga Rasa could also properly take full responsibility for any obstacles or operational problems the company experienced, namely when PT Hanan Boga Rasa committed a violation of business ethics because there were dangerous ingredients in their products.

#### REFERENCES

- [1] H. Ulya, "Analisis Pengaruh Kebijakan Hutang, Kebijakan Dividen, Profitabilitas, Kinerja Perusahaan dan Keputusan Investasi terhadap Nilai Perusahaan pada Perusahaan Manufaktur yang Terdaftar di Bursa Efek Indonesia (BEI) Tahun 2009-2011," *J. Ekon. dan Bisnis Univ. Dian Nuswantoro*, 2014.
- [2] M. P. Pontas, "Manajemen Operasi dan Produksi," *Yogyakarta. Andi Offset*, 2005.
- [3] T. Deitiana, "Manajemen Operasional Strategi dan Analisa Services dan Manufaktur," *Jakarta: Mitra Wacana Media*, vol. 1, 2011.
- [4] I. Runi, M. Ramli, S. Nujum, R. Kalla, and S. South, "Influence Leadership, Motivation, Competence, Commitment To Satisfaction And Performance Lecturer At Private Higher Education Kopertis Region IX in South Sulawesi Province," vol. 19, pp. 56–67, 2017, doi: 10.9790/487X-1907075667.
- [5] H. Mahmudah, "Pengaruh Strategi Operasional Terhadap Volume Penjualan Pada Cv. Akbar," *J. Ekbis*, vol. 16, no. 2, pp. 6-Halaman, 2016.
- [6] R. B. Chase, N. J. Aquilano, and F. R. Jacobs, "Production and operations management: manufacturing and services," *USA McGraw-Hill Companies, Inc*, 1998.
- [7] S. Ali Idris, "Cara Mudah Belajar Manajemen Operasi." Jakarta: Taramedia, 2008.
- [8] Saut Maruli Tua Pandiangan, C. S. Octiva, M. Yusuf, Suryani, and R. Sesario, "THE ROLE OF DIGITAL MARKETING IN INCREASING SALES TURNOVER FOR MICRO, SMALL, AND MEDIUM ENTERPRISES," *J. Pengabd. Mandir*, vol. 1, no. 8.5.2017, pp. 2003–2005, 2022.
- [9] S. P. Robbins and T. Judge, *Organizational behavior*. Pearson South Africa, 2009.
- [10] W. J. Stevenson, "Management Operation," *UK Prentice Hall*, 2009.
- [11] W. Kurniadi, L. Natalia, A. Lotte, P. A. Cakranegara, F. Sampe, and M. Yusuf, "HANAN WEDDING PLANNER ' S MARKETING COMMUNICATION STRATEGY FOR INCREASING SALES IN THE COVID-19 PANDEMIC ERA ON THE TIKTOK APP," vol. 11, no. 03, pp. 1359–1364, 2022.
- [12] S. Sutrisno, P. A. Cakranegara, F. Asri, M. Yusuf, and J. Sahala, "STRATEGY FOR MSME DEVELOPMENT USING FINANCIAL TECHNOLOGY TO INCREASE CAPITAL AND CONSUMERS," *J. Darma Agung*, vol. 30, no. 2, pp. 677–686, 2022.
- [13] P. A. Cakranegara, W. Kurniadi, F. Sampe, J. Pangemanan, and U. A. Jaya, "THE IMPACT OF GOODS PRODUCT PRICING STRATEGIES ON CONSUMER PURCHASING POWER: A REVIEW OF THE LITERATURE," vol. 11, no. 03, pp. 1115–1120, 2022.
- [14] M. Yusuf, Z. Afifah Fitriyani, A. Abdilah, R. Ardianto, A. Suhendar, and U. Pertiwi, "THE IMPACT OF USING TOKOPEDIA ON PROFITABILITY AND CONSUMER SERVICE," *J. Darma Agung*, vol. 30, no. 2, pp. 559–573, Aug. 2022, doi: 10.46930/OJSUDA.V30I2.2273.
- [15] H. Kerzner, *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons, 2017.
- [16] Rio Haribowo, I. Moridu, M. Rafid, K. Kamar, and M. Yusuf, "COMPARATIVE ANALYSIS OF INDONESIAN HOUSEHOLD CONSUMPTION EXPENDITURE 2018-2021 By," *J. Innov. Res. Knowl.*, vol. 2, no. 8.5.2017, pp. 2003–2005, 2022.
- [17] M. Yusuf, Z. A. Fitriyani, A. Abdilah, R. Ardianto, and A. Suhendar, "THE IMPACT OF USING TOKOPEDIA ON PROFITABILITY AND CONSUMER SERVICE," *J. Darma Agung*, vol. 30, no. 2, pp. 559–573, 2022.
- [18] R. Agustina, M. Yusuf, O. S. J. Sutiyan, R. Ardianto, and N. Norvadewi, "EMPLOYEE PERFORMANCE MEDIATED QUALITY OF WORK LIFE RELATIONSHIP SATISFACTION ON THE JOB AND ORGANIZATIONAL COMMITMENT," *J. Darma Agung*, vol. 30, no. 2, pp. 589–605, 2022.
- [19] R. Haribowo, H. Tannady, M. Yusuf, and G. W. Wardhana, "Analisis Peran Social Media Marketing , Kualitas Produk Dan Brand Awareness Terhadap Keputusan Pembelian Pelanggan Rumah Makan Di Jawa Barat," vol. 3, no. October, pp. 4024–4032, 2022.
- [20] O. Tala and H. Karamoy, "Analisis profitabilitas dan leverage terhadap manajemen laba pada perusahaan manufaktur di Bursa Efek Indonesia," *Accountability*, vol. 6, no. 1, pp. 57–64, 2017.