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# Analysis of Production Management in Maintaining the Existence of SJ.Sona Jaya Ambulu Products

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**Abstract:** This research aims to find out the application of production management carried out, as well as to find out what obstacles are faced when carrying out production activities to maintain product existence. This research is a type of qualitative research with a descriptive type, to obtain data and information related to the problems to be studied further, researchers collect data in the form of observation, interviews and documentation. The subjects of this research are the owner and several employees of SJ.Sona Jaya. The object of this research is production management and the obstacles faced in the production process carried out by SJ.Sona Jaya. Based on the results of the study, SJ.Sona Jaya's production management carries out production by implementing four management functions which include planning, organizing, actuating and controlling.

**Keywords:** Production Management, Product Existence, SJ.Sona Jaya

## Introduction

Economic development is quite rapid in the industrial world, making entrepreneurs participate in a cycle that was previously only centered on trying to achieve maximum market profits but has so far expanded to increase with other economic objectives related to the organization of companies that develop in the economy. In every company, both small and large businesses have goals and objectives. The general purpose of the company is to create and distribute goods or services needed by the community economically and efficiently in order to make a profit (Feng, 2020; Tezel et al., 2016; Zhuang et al., 2018).

The aspect of labor or better known as human resources, is increasingly important for the success of the company. Business actors need to innovate products and produce according to what is needed in the market (Alves & Alves, 2015; Yang et al., 2015). Especially the Sona Jaya sambel pecel business, the existence of the Sona Jaya sambel pecel business was affected by the covid-19 pandemic that broke out in various countries, one of which was Indonesia. Every company will definitely compete tighter than before because of the demand for less production but with good and good quality. Entrepreneurs need management so that the activities carried out are more structural, the company also needs to improve the existence of its products because it had experienced a decline in production and a shortage of raw materials caused by the impact of covid-19. Every company needs to re-manage its business, to maximize and maintain the existence of both the company and the products produced.

Management is an art or principle related to organizing, such as planning, building organizations, and movement and control or supervision (Fayol, 2012). Management is a process of planning, organizing, controlling / supervising the efforts of an organization member with the use of resources so that the achievement of the set goals runs effectively and efficiently (Siswanto, 2012). Thus, running a business will not be separated from production activities. Every company engaged in the food sector will definitely compete for the hearts of its consumers (Grieves, 2016; Shamseer, 2015). In addition to the emergence of competitors with the same product, there is also competition in choosing the location and determining the selling price. For this reason, Sona Jaya's sambel pecel business is moving forward and excelling in maintaining the existence of its products by improving production quality, expanding markets and affordable selling prices.

The product process carried out by SJ.Sona Jaya does not escape the obstacles faced one of which is the production process that is not optimal, for example, poor quality peanuts that contain too much water, employee negligence when processing, the availability of raw materials that do not meet the quality of the company, the machine or equipment used is damaged during the production process. Constraints can be grouped into two types, namely internal and external constraints. Internal constraints are limited factors from within the company that relate to the productive resources used in the company, while external constraints are limited factors of external resources in the form of consumer demand for the products sold or limited supply of raw materials (Hansen & Mowen, 2005). The quality of raw materials used to produce roasted peanut sauce must be considered because if the quality of raw materials is not considered, the resulting product will not have quality or will experience a decrease in production. When processing raw materials the machine used is damaged or does not run optimally can also affect product yields (Hahladakis, 2018; Poore, 2018; Tao, 2019).

This study aims to determine how the application of management which includes planning, organizing, actuating and controlling and to find out what obstacles are faced when carrying out production activities to maintain the existence of products so that the products produced remain superior and sales remain stable

## Methodology

The type of research used is Qualitative with Descriptive type. In this study, a qualitative approach was used to analyze the management functions used in production activities in order to obtain an effort to maintain product existence at Sambal Pecel SJ.Sona Jaya.

Data Collection Techniques, in this study the data collection techniques used include: 1) This observation is done by coming directly to the research site / business location. 2) Interviews are conducted in depth with informants as a source of information. 3) Documentation is a record of an event or event that has occurred which can be in the form of writing, pictures or works. Data collection techniques are structured by relying on a series of planned questions. The type of data used uses primary data and secondary data.

The object of this research was conducted at Sambal Pecel Sona Jaya Ambulu Business. The research subjects were 4 informants, namely, 1 business owner, 2 production employees, and 1 employee of the packaging section at the sambal pecel business. According to (Sugiyono, 2018) In qualitative research, data analysis is carried out during and after the data collection process is completed within a certain period of time. The researcher examined the responses given during the interviews. Data Analysis Method, the analysis method used in this research is the Triangulation technique. The results and discussion will be tested using source triangulation by checking the data obtained through existing sources.

## Result and Discussion

### Analysis of Production Management in Maintaining Product Existence

Based on the results of research conducted by researchers, an overview of how production management is carried out in the Sona Jaya pecel sauce business, namely using quality raw materials to get quality results, having a skilled workforce, equipment and machinery that are always kept safe and functioning properly, so that they match the product results desired by consumers (Abadi, 2016; Geyer, 2017).

Production activities in a company are important. Therefore, the production management function will be very useful for production activities because production activities will become more structured. In the management function, the production process is one of the determinants in creating products and can affect the level of sales. According to (Sofjan, 2008) production is an activity that produces goods or services and transforms connectivity and supports the fulfillment of community needs. Production as a product producing activity must follow the standards in the market not in accordance with the target provisions (Irham, 2012).

Based on the information obtained by researchers, the production management carried out by SJ.Sona Jaya is based on the theoretical basis that the implementation of production management which includes planning, organizing, actuating, and controlling.

a. Planning (perencanaan)

The first planning carried out by SJ.Sona Jaya begins with a production plan that will be carried out every month. Production target planning is related to the procurement of raw materials to be used, marketing to be carried out, equipment used and determining the selling price. So that the need for raw materials is fulfilled and can anticipate if there is a shortage.

In the production process, there are raw materials used, raw materials are the main components used in the production process, which are then converted into finished goods using labor (Mulyadi, 2018). The raw materials used are peanuts, chilies, galangal, garlic, tamarind, lime leaves, and salt. Raw materials are obtained from several suppliers and some are obtained from surrounding farmers who sell their crops, from traditional markets and also from collectors. The raw materials used in the production of SJ.Sona Jaya have their own quality in the selection of raw materials, namely raw materials that have minimal moisture content, such as peanuts. The process of preparing raw materials starts from peeling peanuts then washing and drying, the process of cleaning raw materials goes through the same stages as other raw materials, namely the process of washing, drying, roasting, and then processing in one process with additional raw materials.

Production equipment is equipment needed to process raw materials into finished goods. Based on interviews and observations made, the equipment used in the production process of sambal pecel is conventional equipment, such as knives, buckets, gloves, furnaces, pans, standing pouches, jars and blower machines for cleaning peanuts. The finished sambal will be packaged using standing pouches and jars according to the packaging required. The packaged sambal will be directly distributed according to orders and some are kept as stock. Storage is done well to maintain the quality of sambal pecel.

b. Organizing (pengorganisasian)

Organizing is the application of strategies used in the right organizational structure to achieve goals. The organizational structure is a framework for the division of tasks, utilization of resources and coordination of others (Purnomo, 2017). Organizing SJ.Sona Jaya already has a written organizational structure and Mrs. Hasanah directly leads it herself. The relationship between owners and employees is well established. The organization of human resources is carried out with the needs of SJ.Sona Jaya, which consists of production, packaging, shipping, and marketing.

The division of labor is information describing the duties and responsibilities regarding the work of a particular position in the organization. The even division of labor makes SJ.Sona Jaya able to meet its production targets. The distribution of employees at SJ.Sona Jaya even though employees have their respective tasks to do, employees can work on other employees' tasks when there is a vacancy in the section because other employees are absent from work, permission or vacation. So that there is no vacancy in the section and the production process continues to run well. All employees are responsible to the leader, namely Mrs. Hasanah, because the authority that connects all employees in an organization and to someone is responsible for their work.

c. Actuating (pengarahan)

Directing is a process that deals with orders and suggestions and motivates all parties so that the program runs well. Directing activities directly concern people in the organization. As the leader of SJ.Sona Jaya chili sauce, Mrs. Hasanah is also involved in the production process to find out the performance of employees.

In the implementation of production there are common mistakes, both from employees and from production equipment. If there are employees who make mistakes, they will get a reprimand from the leadership, because Mrs. Hasanah provides direct assistance for some time in the implementation of production. So that employees are more careful and do not repeat their mistakes. However, in the implementation there are some employees who choose the packaging process rather than the production process, this does not get a warning from Mrs. Hasanah.

d. Controlling (pengawasan)

Supervision or control is an activity that consists of observing everything that is done in accordance with the plans, orders, and principles set (Rusdiana et al., 2014). Supervision or control is carried out on raw materials, as previously explained in the planning function, the availability of raw materials is an important thing because to achieve production targets, sufficient raw materials are needed. The company must compile an estimate of the use of raw materials for production purposes. This is done based on the previously prepared production plan. Raw materials are obtained from suppliers, markets and collectors, to avoid raw material shortages. If in the production process there is excess raw material, the raw material can be processed to be used as stock.

Supervision or control is also carried out on the quality of production, product quality is an important task that must be considered in the business, and is the responsibility of the people involved in the business. SJ.Sona Jaya is very concerned about the quality of its products in terms of taste, texture, packaging and selling price. This is done because product quality is very important to support sales.

Supervision and control of labor or human resources and equipment or machinery used in the production process. Labor control is carried out by Mrs. Hasanah by directly supervising employees when carrying out production. When there is a deviation in the production process, Mrs. Hasanah will give a warning to the employee. Control of machinery and equipment is also carried out directly by Mrs. Hasanah, if there is equipment and machinery that is not in accordance with the qualifications of the production process, Mrs. Hasanah will order her employees to immediately make repairs so that the production process can run well.

**Analysis of Constraints Faced in Running the Production Process \**

Taking into account the obstacles that occur in carrying out the production process of SJ.Sona Jaya roasted pecel sauce, it can be analyzed that the price of raw materials, the supply of raw materials, the machines used for production, and the emergence of competitors with the same business can hinder product existence due to unstable product distribution.

The strategy used by SJ.Sona Jaya when the price of raw materials rises is that the purchase of raw materials continues, does not reduce the amount of production, and the quality of the product remains as usual. The selling price of the product remains as usual,



but if the price of raw materials still rises even higher, the selling price of the product will also be increased according to the price of raw materials.

The emergence of similar production places is also an obstacle faced, to deal with this problem SJ.Sona Jaya has differences with other pecel sauce businesses such as differences in the production process SJ.Sona Jaya produces chili sauce by roasting it so that it has its own uniqueness and consumers are interested in buying.

Based on these constraints, of course, a business must provide the best to consumers and be able to set strategies to deal with the obstacles faced so that the existence of the business and its products can be maintained and can even be developed or the market reach will be wider. Because the purpose of the business in addition to making a profit and minimizing losses, product existence is also the goal. If the existence of the product is not maintained, it will lose to other existing business products or even newly established businesses.

## **Discussion**

Based on the results of research conducted by researchers, an overview of how production management is carried out in the Sona Jaya pecel sauce business, namely using quality raw materials to get quality results, having a skilled workforce, equipment and machinery that are always kept safe and functioning properly, so that they match the product results desired by consumers.

### **A. Planning**

Is a process of creating ideas, plans and strategies and development that are used to achieve a goal in organizational activities. Planning can also be interpreted as how we think before taking action. Planning is intended as providing direction to oneself, team or company, minimizing adverse impacts, and reducing uncertainty. If the company has a good strategy, the goals achieved will also be effective. At Sj.Sona Jaya this planning refers to product planning, raw materials, and equipment or machinery as well as planning regarding product marketing.

### **B. Organizing**

Organizing is a process of determining and arranging a resource in an organization to achieve a goal. Resources are determined such as human, physical and operational resources. The organizing function not only manages the resources owned by the company but also concerns the company's capital, machinery, time and others. The organizing function also refers to management plans or objectives, division of main tasks and tasks to individuals, allocation of resources and evaluation of organizing strategies. Sj.Sona jaya applies organization to make it easier for workers to know clearly the work to be done.

### **C. Actuating**

Implementation of the planned process in accordance with concepts and ideas to achieve a goal. This function is carried out to guide and motivate employees to improve employee performance. The actuating function is carried out because it leads to several factors such as helping to achieve coordination, as a means of motivation facilitating the adaptation process and increasing employee discipline and order. Sj.Sona Jaya conducts direct direction by the owner or owner, this supervision is carried out to improve the

performance of its employees so that the products produced are in accordance with company expectations.

#### D. Controlling

Supervision is carried out to review an activity that is being carried out and evaluate the activities carried out. Control is also carried out to ensure that the plans that have been made and compiled are carried out in accordance with the initial design. This control is carried out to adjust the initial plan, determine problems that arise, and determine the right solution to these problems.

#### **Analysis of Constraints Faced in Running the Production Process**

Based on information obtained from informants, the obstacles in carrying out the production process of SJ.Sona Jaya's roasted chili sauce business can be analyzed that the price of raw materials, the supply of raw materials, the machines used for production, and the emergence of competitors with the same business affect the distribution of production results.

The strategy carried out at SJ.Sona Jaya when prices rise is to keep making purchases, not reduce the amount of production and the quality of the ingredients is maintained, the selling price remains as usual. The selling price will be increased if for some time the price of raw materials continues to rise. In addition to rising raw material prices, the obstacle faced by SJ.Sona Jaya is the number of similar businesses that are located nearby. When the price of raw materials decreases or begins to stabilize, the same business will appear with a close location but with different quality.

From these obstacles, it can be seen that in doing business, you must provide the best to consumers, and set strategies on how to deal with various kinds of obstacles, both internal and external obstacles, so that the business continues to run, is not abandoned by consumers, and does not cause large losses. Business owners who want to get maximum results must improve their business, fix deficiencies so that transactions and business continue to run well.

#### **Conclusion**

Based on the results of in-depth research on the Analysis of Production Management in Maintaining the Existence of SJ.Sona Jaya Ambulu Products, it can be concluded that: (1) The implementation of production management carried out by SJ.Sona Jaya plays an important role in maintaining the existence of products with good quality production and affordable prices. (2) The application of management functions such as planning, organizing, directing and supervising is done well but not maximally. There are production management functions that have not run optimally, namely the functions of directing (actuating) and supervision (controlling). (3) The strategy carried out by SJ.Sona Jaya in dealing with the obstacles that arise is going well but needs to be improved so that obstacles can be minimized.

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