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Analysis of Production Management in Sharia Perspective (Study on Three Tuna Fish Companies in Banda Aceh City)

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ABSTRACT

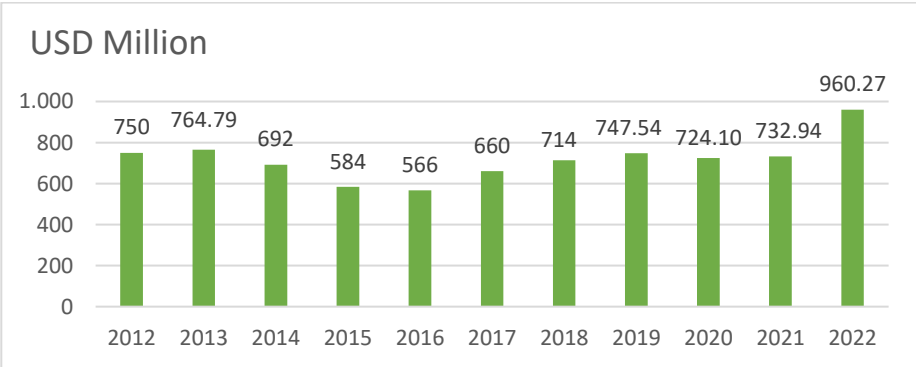
The purpose of this study is to analyze the application of production management in three tuna fish companies in Banda Aceh City from a sharia perspective and compare the application of sharia rules in their business. This type of research is qualitative, with a case study approach in three tuna fish companies in Banda Aceh City. Data collection methods using interviews, observation and documentation. The results showed that four production management functions in the form of planning, organizing, actuating, and controlling, as well as three production components in the form of inputs, processes and outputs in the three tuna fish companies in Banda Aceh City have been implemented to meet their respective company standards. Based on the sharia perspective, the three companies have not implemented production management according to sharia rules, both in the application of the four production management functions and in the three basic components of production. However, from the comparison results, the company that applies the most sharia production management functions and production components is PT. Yakin Pasifik Tuna, then the second place is followed by CV. Novira Abadi, and the third is PT. Aceh Lampulo Jaya Bahari.

1. Introduction

Indonesia is the largest archipelago in the world that stretches from the coast of Sabang to Merauke which has 17,499 islands with a total area of 7.81 million km^2. The vast waters make Indonesia a country with abundant fishery resources and enormous marine potential that has a competitive advantage that is not owned by most other countries. Fishery products are one of Indonesia's mainstay export products given the vast expanse of waters that store various types of fish and other marine products that have important economic value (Ministry of Maritime Affairs and Fisheries (MMAF), 2018).

Based on data from the Central Statistics Agency (CSA) (2022), the fisheries sub-sector is the third largest contributor for 2018 to 2020, then rises to second place in 2021 to 2022 for Gross Domestic Product (GDP) by business field at current prices in the agricultural sector. This shows that the fisheries sector has the potential to be developed given the large potential of existing fisheries and the high market demand. Referring to the Decree of the Minister of Maritime Affairs and Fisheries Number 19 of 2022, it is noted that Indonesia's fisheries potential is divided into nine groups of Fish Resources (FR), namely penaeid shrimp, crab, lobster, squid, crab, large pelagic fish, small pelagic fish, demersal fish, and reef fish (MMAF WEB, 2022). Among those included in the large pelagic fish group are tuna, skipjack, tuna and several other species. Tuna fish is one of the leading commodities in capture fisheries, including in Indonesia. Tuna fish plays a crucial role in the Indonesian economy as a marine commodity with high economic value and is the second source of foreign exchange after shrimp (Ministry of Trade, 2015).

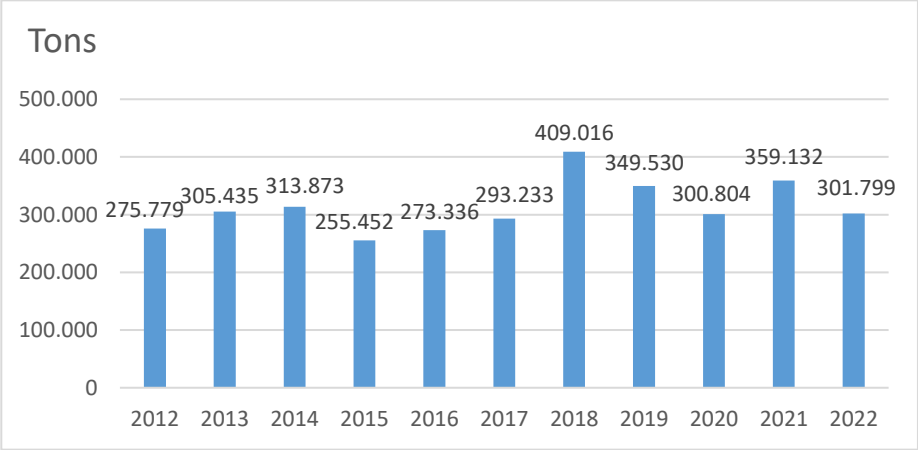
In 2019, Indonesia supplied around 16 percent of the world's total tuna production of 1.2 million tons per year, with an export volume of 168,400 tons and a value of USD 713.9 million. Non-oil and gas exports produced by tuna reached USD 724 million, accounting for 13.91 percent of the overall global tuna export value in 2020. On the other hand, shrimp exports reached USD 2.04 billion, contributing 39.20 percent (MMAF, 2022a). According to FAO (2020), Indonesia holds the role of the world's largest tuna producer where 7.8 million metric tons and including various similar species of tuna are caught around the world. In the same year, Indonesia managed to supply 16 percent of the total world tuna production which reached 1.24 million tons (MMAF, 2020). Based on data from MMAF (2022b) shows that between 2016-2020, Indonesian tuna fish experienced a drastic demand in the world market, with an average quantity of 176.97 million tons per year. In 2022, the increase in tuna exports increased compared to the previous period, the fluctuating value of Indonesian tuna exports from 2012 to 2022 is presented in Figure 1.



Source: MMAF (2023)

Figure 1. Indonesian Tuna Export Value (USD Million) Year (2012-2022)

Based on Figure 1, in 2022 Indonesia's tuna exports reached USD 960.27 million with a volume of 194,723 tons. This figure makes Indonesia the world's largest tuna producer with a contribution of 19.1 percent of the global tuna supply. Based on International Trade Center (ITC) Trademap data, the export value of Indonesian tuna skipjack cob (TSC) also increased from USD 0.66 billion in 2017 to USD 0.96 billion in 2022. Compared to other TSC exporting countries, Indonesia's year-on-year growth trend is high with a percentage achievement of 29.3 percent (MMAF, 2024).



Source: MMAF (2023)

Figure 2. Indonesian Tuna Fish Production Volume (tons) Year (2012-2022)

Figure 2 shows that in 2022, Indonesia's tuna production reached 301,799 tons with an economic value of IDR 10.77 trillion. This figure shows a decrease of 16 percent compared to the previous year which reached 359,132 tons with a value of Rp.12.27 trillion.

Data trends in the comparison of the two figures show that Indonesia is currently experiencing a surplus in tuna exports, this is due to the increasing demand for global and local tuna products. Meanwhile, when looking at the achievements of existing production, Indonesia is actually able to produce more than the global market demand, but not all products from production can be marketed in the global market. This means that in this case there is a problem between the quality of Indonesian tuna production and global market demand. When Indonesian tuna production does not meet the standards of global market demand, excess tuna is sold at low prices. As a result, only part of the global market receives tuna products, while the rest of the market is not fulfilled because production does not meet the required standards. Handling the quality of tuna fish is a very important thing to be taken more seriously considering that Indonesia is one of the countries that has the most tuna fish potential. So that with good processing, tuna fish will form a product that has its own selling value both in the international market and the local market. (Zedha et al. 2023).

The rapid development of industrial companies is influenced by competitive business competition as well as critical consumers in terms of selecting high-quality products. Production management in the fishing industry plays an important role in ensuring operational efficiency and product quality. Production management is closely related to the company's efforts in making continuous improvements to increase productivity, product quality, and customer satisfaction (Rusdiana, 2014). Charmaine et al. (2023), emphasized the key role of production management in various industries to achieve goals and control company operations. Likewise, Rudiawan's research

(2021) reveals that exploring the role of production management can provide solutions to various company production problems. The same thing is also reinforced by the research of Yudaningrum et al. (2023), showing that production management has a significant effect on product quality, which in turn affects customer loyalty and market share gains.

Effective production management is closely related to Islamic economic principles, as found in the study by Sahib et al. (2022). The implementation of Islamic economic concepts in production, distribution, and consumption activities can have a positive impact on the economy in an effort to fulfill human needs. On the other hand, in the context of Indonesian society, which is predominantly Muslim, the application of sharia principles in company operations is a must. Sharia principles emphasize aspects of fairness, hygiene, and sustainability, all of which are important in the fisheries production process. In line with the growing demand for halal and thayyib (good) products in the global market, it requires companies, especially in the fisheries sector, to not only focus on production efficiency and product quality but also on meeting sharia standards, so that it can encourage companies to become more competitive in the market.

Banda Aceh City is one of the cities located at the northwestern tip of Sumatra Island and is the capital of Aceh Province which has a fairly rapid development, especially in the fishing industry. This is due to its strategic location, thus encouraging the development of the industrial and trade sectors well. One of the fisheries centers in Banda Aceh City is the Kutaraja Ocean Fishing Port (OFP). The fisheries industry around the port covers various aspects, ranging from catching various types of fish, processing, to the distribution of marine products (Putri et al. 2021).

PT. Yakin Pasifik Tuna (YPT), PT. Aceh Lampuloe Jaya Bahari (ALJB), and CV. Novira Abadi (NA) are three of several industries located near the Kutaraja Ocean Fishing Port (OFP) area that are engaged in the management of fishery products and have an international market share. Although production management has been implemented, the three companies still face quality problems that are not in accordance with customer standards. As a result, the selling price in the market is low, sales are not smooth, and consumers have difficulty finding products that suit their needs. Therefore, it is necessary to have a good management role in managing the production process to minimize the risks that can disrupt the production process.

This research is directed at analyzing how production management in three tuna fish companies in Banda Aceh City is implemented within the framework of a sharia perspective and comparing existing production management practices to compliance with sharia principles. Based on the description of the problem and the background of the existing data, it is important to conduct research with the title "Analysis of Production Management Reviewed Based on Sharia Perspective (Study on Three Tuna Fish Companies in Banda Aceh City)".

2. Methods

This research uses a qualitative approach. The population in this study is PT. Yakin Pasifik Tuna, PT Aceh Lampulo Jaya Bahari, and CV. Novira Abadi, all three of which are manufacturing companies engaged in the processing of fishery products. The samples used were production managers and related staff involved in the production management process in the three companies. The sample selection was carried out by snowball, by selecting one, two to more than three people as informants, if the results obtained were not valid, then other informants who were more knowledgeable and insightful were sought to complement the previous data (Sugiyono, 2017).

3. Result and Discussion

3.1 Implementation of the Four Functions of Production Management in the Three Companies

Based on the explanation of the four production management functions of the three companies, there are several similarities and differences between the three, namely:

Table 1. Similarities and Differences in Production Management Functions of the Three Companies

No.	Equation	Differences
1	The three companies do planning by estimating the amount of production, capacity, and labor. This is in accordance with sharia principles as recommended in Surah Al-Hasyr verse 18.	a. PT. YPT relies on the make to order system every time an order occurs and the make to stock system when the order is not too large which leaves time to produce more. b. PT. ALJB relies on the make to order and make to stock systems simultaneously, so there is a possibility of a decrease in product quality due to long storage. c. CV. NA uses a make to order system for regular customers in Jakarta and a make to stock system when the availability of raw materials is abundant. d. PT. YPT has a production capacity of 25 tons, PT. ALJB 40 tons, and CV. NA 16 tons
2	a. PT. YPT and PT. ALJB organize according to their respective duties. b. The production decisions of the three companies, from the receiving section to the packaging and folding section are under the authority of the production manager.	CV. NA organizes according to their respective tasks, but there are still multiple tasks among workers. This is due to the lack of labor in the production process.
3	Providing direction related to the production process in the three companies is carried out according to the initial planning. Direction from the input process to the output is carried out by the manager or head of production. Process supervision at PT. YPT and PT. ALJB is carried out by the processing supervisor according to the product for the destination country.	While CV. NA's process direction is under the authority of the head of production, which is sometimes carried out by Quality Assurance (QA) and process supervisors.
4	Production control of PT YPT and PT ALJB is implemented by conducting supervision starting from supervision of labor before production, supervision of raw materials, processing and final products.	Meanwhile, CV. NA's production control is implemented by supervising raw materials, production processes, and final products.

Source: Primary Data Year 2024 (Processed)

3.2 Production System of the Three Companies

a. Third Company Input

1) Location and Environment of the Three Companies

The three company locations and environments are in strategic locations for processing fishery products. PT. Yakin Pasifik Tuna and PT. Aceh Lampulo Jaya Bahari are located on the outskirts of the sea making it easier to supply raw materials and dispose of liquid waste from the production process, the company's facilities and infrastructure are adequate to carry out production activities. While CV. Novira Abadi is not too close to the seaside so it takes some time

to deliver raw materials to the company, the company also does not yet have facilities and infrastructure that are equipped for production activities if at any time there is an abundance of raw materials.

2) Third Company Buildings and Facilities

Table 2. Buildings and Facilities of the Three Companies

No.	Third Company Input
1	Floor
2	Wall
3	Ceiling
4	Ventilation
5	Lights
6	Doors and Windows
7	Insect Repellent Fixtures
8	Sewerage
9	Rest Room Canteen, and Place of Worship
10	Toilet
11	Waste bins
12	Employee sterile room and wash basin

Source: Primary Data Year 2024 (Processed)

The results of observations of the buildings and facilities of the three companies, there are several things that become obstacles to non-compliance with sharia principles, namely:

a) PT. Yakin Pasifik Tuna
   1) The floor of the raw material reception room should be designed with a slope to facilitate the flow of wastewater.
   2) The addition of two toilets, one male and one female, and the creation of a rest area or canteen.
   3) Provision of insect killer to anticipate the extermination of insects.

b) PT. Aceh Lampulo Jaya Bahari
   1) The floor of the process room should be designed with a slope to avoid puddles of process waste water.
   2) In the wastewater drain, the reservoir should be paired with a lid and designed with a slope for easy cleaning.
   3) The addition of adequate trash bins and hand washing stations should use sensors to avoid contamination of the product.

c) CV. Novira Abadi
   1) The raw material reception room and process room should be designed with a slope to facilitate the cleaning process and avoid puddles.
   2) Provision of insect killer for extermination of insects.
   3) Addition of two toilets for male and female employees.
   4) Provision of tissue or hand dryer for drying hands at the hand washing place and preferably the hand washing place uses sensors to avoid contamination of the product.

3) Third Company Facilities and Infrastructure

The facilities of PT. Yakin Pasifik Tuna and PT. Aceh Lampulo Jaya Bahari include the following: Scales, gancu, drums, tables, knives, cutting boards, small scales, plastic plot trays, water hoses, pan stanlies, bottles, shelves, wipers, water reservoirs, blowers and exhaust fans, gas savings,

needles, pallets, manual hand pallets, cube cutting machines, vacuum machines, cool boxes, chilling, air blast freezers, cold storage. While the infrastructure of PT. Yakin Pasifik Tuna and PT. Aceh Lampulo Jaya Bahari is as follows: Raw material reception room, process room, packing room, stuffing room, and CO room.

The facilities of CV. Novira Abadi include: Scales, gancu, drums, tables, knives, cutting boards, small scales, plastic plot trays, water hoses, pan stanlies, shelves, wipers, water reservoirs, blowers and exhaust fans, pallets, manual hand pallets, air blast freezers, semi contact freezers, cold storage. Meanwhile, the infrastructure of CV. Novira Abadi is as follows: Raw material reception room, process room, packing room, and stuffing room.

4) Third Company Labor

a) Hygiene Practices of Employees of the Three Companies

Based on the application of hygiene in the three companies, PT. YPT and PT. ALJB have implemented a good hygiene system for each employee, while CV. NA does not have regulations related to employee hygiene during the production process. This is because CV. NA only produces small pelagic fish products, there are no special quality checks on products and no special requirements from buyers or regular customers.

b) Total Work force of the Three Companies

All three companies have a permanent work force and a daily casual workforce consisting of female and male workers. Permanent workers are employees who are appointed by the company and come to work every day. These workers cannot be dismissed without a decision from the company leadership. This group regularly receives a salary, leave rights, and facilities that support their welfare such as medical treatment. Meanwhile, casual workers are workers who work every day without a fixed contract. Payment of wages is calculated according to working hours and paid per day or depending on when they take it. The total workforce of the three companies can be seen in Table 3.

Table 3. Total Work force of the Three Companies

No	Total Work Force	PT. YPT	PT. ALJB	CV. NA
1	Permanent labor	30	38	15
2	Casual labor	60	81	40
	Total	**90**	**119**	**55**

Source: Primary Data Year 2024 (Processed)

b. Production Process of the Three Companies

Table 4. Production Stages of the Three Companies

No.	PT. ALJB	PT. YPT	CV. NA
1	Receipt of raw materials	Receipt of raw materials	Receipt of raw materials
2	Weighing I	Weighing 1	Washing I
3	Washing I	Removal of gills and stomach contents	Sorting
4	Temporary storage	Washing 1	Weighing
5	Head cutting and weeding	Head cutting and weeding	Washing 2
6	Washing 2	Loin shaping	Arrangement in pan
7	Loin shaping	Skin removal and grooming	Labeling 1
8	Skin removal	Cutting	Freezing
9	Weighing 2	Immersion	Demolition
10	CO gas injection	Cold storage	Packaging and packing
11	Cold drift	Production cuts	Labeling 2
12	Retouching	Freezing	Cold storage

13	Weighing 3	Vacuum and packaging	Loading
14	Packaging in plastic	Metal detector	
15	Vacuuming	Weighing 2	
16	Freezing	Packaging and labeling	
17	Packaging and labeling	Frozen storage	
18	Weighing 4	Loading	
19	Frozen storage		
20	Loading		

Source: Primary Data Year 2024 (Processed)

Based on the observation of the implementation of the production process in the three companies, the following conclusions can be drawn:

1) PT. Yakin Pasifik Tuna
   PT. YPT has eighteen production stages as it does not have as many washing and weighing stages as PT. ALJB, but PT. YPT accumulates all the weighing stages after metal detection. PT. YPT also does not inject CO gas in the product, except on orders that request it to be injected. Although the overall production process of PT. YPT has fulfilled sharia principles, the vacuum and packaging stages are not fully compliant because there is no final sanitization for the product to be packaged.
2) PT. Aceh Lampulo Jaya Bahari
   PT. ALJB has twenty production stages, starting from the stage of receiving raw materials to loading, the difference with PT. YPT, PT. ALJB conducts several weighing processes, injects CO gas in the product, and conducts two washing stages. Overall, the company has carried out the production process in accordance with sharia, except for the first washing stage which is not yet appropriate because washing is done on the floor which is feared to contaminate the raw materials with bacteria.
3) CV. Novira Abadi
   CV. NA has production process consists of thirteen stages, as it only produces small tuna species such as tuna, skipjack, dencis, and other species. All stages of production follow sharia principles, except for the packaging and packing stages which have not been subjected to final sanitization. Although only producing small tuna, sanitation before packaging is still necessary to ensure product health and gain customer trust and loyalty.

c. Third Company Output

1) Third Company's waste (by-product)

At PT. Yakin Pasifik tuna and PT. Aceh Lampulo Jaya Bahari, fish waste from industrial processing consists of heads, entrails, bones, skin, and blood. The head of large tuna is usually sold to shop owners to be used as a food menu. The entrails, bones, and skin are sold to pellet makers to be used as pet food. Meanwhile, blood from the processing process is discarded because it cannot be processed. Meanwhile, at CV. Novira Abadi, fish waste from industrial processing consists of heads, entrails, and blood. Some of the blood from fish processing is taken as plant fertilizer and some is discarded. Meanwhile, the head and entrails are usually sold to be used as animal food pellets.

2) Third Company Salary or Wage Payment

Based on the data obtained from each company, the salaries and wages of workers of the three companies are as follows:

Table 5. Labor Salaries and Wages of the Three Companies

No	Company name	Permanent employees (IDR/month)	Daily Worker (IDR/day)	Overtime Daily Worker (IDR/hour)
1	PT. YPT	3.540.555	100.000	13.000
2	PT. ALJB	3.540.555	150.000	22.000
3	CV. NA	3.540.555	100.000	15.000

Source: Primary Data Year 2024 (Processed)

The payment of each worker's salary and wages is well paid at the time of receipt. Table 5. shows that the salaries of permanent employees of the three companies are paid based on the provisions of the Regional Minimum Wage (RMW) of the Banda Aceh Municipality, which is IDR 3,540,555 per month for the year 2024 (Disnakermobduk Aceh, 2023). While the wages of daily workers, if accumulated with the estimated working hours and working days, the wages of daily workers are estimated at IDR 3.000.000 to IDR 4.000.000 per month (if they work a full month). This achievement, when viewed from the mandatory professional zakat, the salary or wages of the workers of the three companies have not reached the nisab of professional zakat, which is the price of 85 grams of gold per year or an income of IDR 113,162,200 per year (if referring to the 2024 gold price of 1,331,200 per gram) (www.logammulia.com, 2024). Meanwhile, the wages or salaries of workers are only IDR 36.000.000 to IDR 48.000.000 per year.

3) The Third Virtue of the Company

Based on the results of interviews with the three companies, all three have made zakat payments every time they reach haul and nisab to the mosque, orphans and the poor. PT. Yakin Pasifik Tuna and CV. Novira Abadi record all fishery products after each private fishing vessel lands and unloads, then accumulate zakat payments every time they reach haul and nisab. While PT. Aceh Lampulo Jaya Bahari conducts all records related to production results and zakat payments are made after reaching haul and nisab then the company will distribute profits for each investor involved in the company's investment.

3.3 Production Management Assessment Based on Sharia Perspective

The assessment is carried out with three levels, namely, (1) very good in sharia, (2) good in sharia, and (3) less good in sharia. The results of the analysis of production management in three companies based on the sharia perspective are detailed as follows:

1. PT. Yakin Pasifik Tuna
   - For certification assessment, PT. Yakin Pasifik Tuna has halal certification and a Fisheries Business License (FBL) that meets the sharia perspective standards very well, but for the Processing Feasibility Certificate (PFC) and Hazard Analysis Critical Control Point (HACCP) it is still grade B which is considered good in sharia.
   - In the four management functions, all of them have met the sharia standards very well.
   - In the company's input, buildings and facilities are not fully in accordance with sharia principles, while facilities and infrastructure, employee sanitation, number of employees, and working hours have fulfilled sharia principles very well. In the production process, almost all stages are also in accordance with sharia principles, but there is still one stage that is not fully in accordance with sharia principles. While the final output results for salary payments and company benevolence are carried out very well according to sharia principles, but the waste treatment has not fully complied with sharia standards such as blood waste disposal which has not been managed optimally.

2. PT. Aceh Lampulo Jaya Bahari
   - For certification assessment, PT. Aceh Lampulo Jaya Bahari has a FBL and the implementation of HACCP grade A which meets the sharia perspective standards very well, PFC which is accredited B is considered good in sharia, but PT. ALJB does not yet have a halal certificate so it is considered very poor in sharia.
   - For the four management functions, three of the four have met sharia standards very well, except for the planning part which is still not maximally managed so that it is considered good in sharia.
   - In the company's input, buildings and facilities are not fully in accordance with sharia principles, while facilities and infrastructure, employee sanitation, number of employees, and working hours have fulfilled sharia principles very well. In the production process, almost all stages are also in accordance with sharia principles, but there are still three stages that are not fully in accordance with sharia principles. While the final output results for salary payments and company benevolence are very good according to sharia principles, but the waste treatment has not fully complied with sharia standards such as blood waste disposal which has not been managed optimally.
3. CV. Novira Abadi
   - For certification assessment, CV. Novira Abadi has halal certification and FBL which meet the sharia perspective standards very well, while PFC and HACCP are still grade B which is considered good in sharia.
   - In the four management functions, the planning part has been carried out according to sharia standards very well, the organization part still has a task framework that is considered not good in sharia, while the directing and controlling part is considered good in sharia because it is not yet optimal.
   - The company's input for buildings and facilities is considered good because it is not yet fully in accordance with sharia principles, while the completeness of the company's facilities and infrastructure is considered very good and has fulfilled sharia principles. For employee sanitation, the number of employees is also not fully in accordance with sharia principles because there are still duplicate tasks that the company should increase the number of employees in the production process, while working hours have fulfilled sharia principles very well. In the production process, almost all stages are in accordance with sharia principles, but there is still one stage that is not in accordance with sharia principles. While the final output results for salary payments, corporate benevolence, and waste treatment have been done very well according to sharia standards.

Of the three companies, based on the overall assessment of production management, the company that implements the most sharia production management is PT. Yakin Pasifik Tuna, then the second is CV. Novira Abadi, and the third is PT. Aceh Lampulo Jaya Bahari.

When looking at sharia assessment points, PT. Aceh Lampulo Jaya Bahari has more than CV. Novira Abadi, but because PT. ALJB does not yet have a halal certificate from the Ulama Consultative Assembly (UCA), CV. NA is considered superior in terms of sharia both in terms of trust and certainty of halalness. While in terms of substance, PT. ALJB fulfills the aspects of halalness, so its products remain halal, although the main challenge is to convince consumers of the halalness.

4. Conclusion

Referring to the research objectives and based on the results and previous discussion regarding the analysis of production management based on the review of the sharia perspective in three tuna fish companies in Banda Aceh City, it can be concluded that the implementation of production management in the three companies has been carried out well to meet the standards of each company, starting from the four production management functions of planning, organizing, actuating, and controlling, to the three basic indicators in the production system in the form of input, process, and output. When viewed from a sharia perspective, the three companies have not fully implemented production management according to the sharia perspective, both in the application of production management functions and in the application of the three basic indicators in the production system. However, from the results of the comparison of the three companies, the company that implements the most sharia production management and its three systems is PT. Yakin Pasifik Tuna, then the second place is followed by CV. Novira Abadi, and the third is PT. Aceh Lampulo Jaya Bahari.

For further research, it is recommended to examine broader variables than this study by not only reviewing production management from the aspect of sharia alone and taking more objects than three companies to get a broader and maximum comparison related to the variables studied. As a company engaged in food processing using seafood raw materials, it is advisable to have a halal certificate in order to obtain added value in providing certainty to consumers and it is advisable to increase education about sharia-based production management both for permanent employees and daily workers to obtain maximum sharia products.

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