

Operational Management Assistance at the Jaran Kencak Arts Organization

Emmy Ermawati^{1*}, Mimin Yatminiwati², Een Yualika Ekmarinda³

^{1,2,3} Faculty of Economics and Business, Institut Teknologi dan Bisnis Widya Gama Lumajang, Indonesia

ABSTRACT

The purpose of this study is to understand the need for operational management assistance in the art of Jaran Kencak Sri Katon Makmur in Lumajang Regency, East Java, and to formulate strategies that can support the sustainability and development of the traditional art. The methods used included in-depth interviews with the organization's leaders, players, local governments, and the community, which were then confirmed through a Forum Group Discussion (FGD). The data analysis technique was carried out with a descriptive qualitative approach, so that the research results emphasized more on the interpretation of meaning and socio-cultural dynamics. The results of the activity show that all parties have the same view on the importance of operational management assistance. The organization's leaders emphasized the need for more systematic planning, the players wanted a clear schedule and distribution of roles, the government saw great potential in the development of cultural tourism, while the community considered Jaran Kencak as a cultural identity that must be maintained. Confirmation through the FGD strengthens the findings, emphasizing that mentoring is an urgent need to maintain the sustainability of the arts. Art that does not have a management system tends to be stagnant, while art that is supported by structured management is able to survive and thrive. The practical implication of this research is the need for a sustainable mentoring program involving the government, academics, and the community, so that Jaran Kencak art can adapt to the dynamics of the times, expand the reach of the audience, and contribute to regional development through the art and tourism sectors.

Keywords: Assistance, Operational Management, Arts Organization, Cultural Preservation.

*Correspondence:

Emmy Ermawati
(emmy.ermawati01@gmail.com)

Received: 10-01-2026

Revised: 10-04-2026

Accepted: 25-04-2026

Published: 01-05-2026



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

1. INTRODUCTION

Operational management has a fundamental role in maintaining the sustainability and effectiveness of an organization (Salah et al., 2023). Operational management functions to manage the production, distribution, and resource use processes to run efficiently and in accordance with the organization's strategic goals (Volkova & Troian, 2021). With good operational management, organizations are able to minimize waste, increase productivity, and ensure that the quality of services or products remains consistent (Raval et al., 2020). This is in line with systems theory that emphasizes the importance of coordination between departments within the organization to achieve optimal synergy. In addition, operational management also plays a role in data-driven decision-making, so that organizations can respond quickly and appropriately to changes in the external environment (Onyeaunforo & Mohammed, 2024). The effectiveness of operational management will have a direct impact on customer satisfaction, organizational competitiveness, and long-term sustainability (Das & Hassan, 2022). Therefore,

operational management is not only a technical function, but also a strategic instrument that determines the success of an organization in the face of global complexity and dynamics.

Operational management also has a very important relevance in arts organizations. Operational management in the field of art functions to regulate the flow of activities ranging from performance production planning, human resource management, to the distribution of artworks to the community (Kafaru et al., 2025). With a structured operational system, arts organizations can ensure the efficiency of using funds, time, and energy so that each program runs according to strategic objectives (Kirchner et al., 2022). This is in line with system management theory which emphasizes coordination between parts to create optimal synergy. In the context of the arts, operational management also plays a role in maintaining artistic quality as well as organizational sustainability through data-driven decision-making, such as evaluating the number of viewers, participation rates, and socio-cultural impacts. The effectiveness of operational management will increase the competitiveness of arts organizations, strengthen cultural identity, and ensure the sustainability of arts programs in the midst of global dynamics (Pramono et al., 2025). Therefore, operational management is not only a technical instrument, but also an important strategy to ensure that arts organizations are able to adapt, develop, and remain relevant to society.

Operational management assistance for the art of Jaran Kencak Sri Katon Makmur in Lumajang Regency, East Java, is a very important strategic step to ensure the sustainability and development of the traditional art. The art of Jaran Kencak is not only a people's entertainment, but also a symbol of cultural identity that has historical, social, and economic value for the people of Lumajang. However, without a structured operational management system, arts organizations often face obstacles in terms of activity planning, resource management, and distribution of artworks to a wide audience. Operational management assistance can help arts groups in arranging performance schedules, managing the efficient use of funds, and improving the quality of art production to meet the expected standards. In addition, a scientific approach in operational management allows arts organizations to conduct data-driven evaluations, such as the number of viewers, participation rates, and socio-cultural impacts, so that the decisions taken are more targeted. With the assistance, Jaran Kencak art will be better able to adapt to the dynamics of the times, expand the reach of the audience, and strengthen competitiveness at the regional and national levels. In the end, this assistance not only supports the sustainability of traditional arts, but also strengthens the collective pride of the Lumajang people while making Jaran Kencak a cultural asset that contributes to sustainable development.

If operational management assistance is not carried out on the art of Jaran Kencak in Lumajang Regency, a number of consequences will arise that can hinder the sustainability and development of the traditional art. First, arts organizations risk experiencing irregularities in activity planning, so that the performance schedule is inconsistent and difficult to attract public attention. Second, the use of resources such as funds, labor, and time tends to be inefficient, which ultimately lowers the quality of art production. Third, without a data-based evaluation system, arts organizations will have difficulty understanding audience needs, measuring socio-cultural impacts, and adjusting to the dynamics of the external environment. This can lead to a decrease in public interest and a weakening of the competitiveness of Jaran Kencak art compared to other traditional arts. Fourth, the absence of mentoring also has the potential to reduce the organization's ability to maintain artistic quality, so that the cultural values contained in it are not conveyed optimally. In the long term, this condition can lead to stagnation, even the loss of the existence of Jaran Kencak art as a cultural identity of Lumajang. Therefore, without the assistance of operational management, these traditional arts will face serious challenges in maintaining their relevance, sustainability, and contribution to regional cultural development.

The main purpose of operational management assistance in the Jaran Kencak arts is to ensure sustainability, efficiency, and quality in every art activity carried out. This mentoring aims to help arts organizations develop structured planning, manage resources optimally, and maintain consistency in performance quality. The benefits obtained include increasing the competitiveness of the arts at the local and national levels, strengthening the cultural identity of the Lumajang community, and the ability of organizations to adapt to changing times. In addition, the mentoring also provides opportunities for Jaran Kencak art to expand the audience,

increase community participation, and make traditional arts a cultural asset that contributes to sustainable development. Thus, operational management assistance not only supports the sustainability of art, but also strengthens Jaran Kencak's position as a cultural heritage of high value.

2. METHODS

Operational management assistance activities at the Jaran Kencak Sri Katon Makmur art in Lumajang Regency, East Java, which is planned to take place from July to September 2025, have systematic stages to ensure success. The first stage is the planning process, where the arts organization prepares schedules, sets goals, and allocates resources efficiently so that the activity runs in accordance with the cultural vision carried out (Sulistyan et al., 2023). The second stage is the implementation process, which includes coordination between members, technical arrangements for performances, and management of funds and personnel so that artistic quality is maintained. The third stage is the evaluation process, which is carried out by assessing the achievements of activities through indicators of community participation, the quality of performances, and the socio-cultural impact produced. This evaluation is important to provide constructive feedback, so that the arts organization can correct weaknesses and strengthen excellence in the next program. With this series of stages, operational management assistance not only supports the sustainability of Jaran Kencak's arts, but also strengthens its position as a relevant cultural heritage and contributes to sustainable regional development.

The method of data collection through interviews confirmed with the Forum Group Discussion (FGD) is the right approach to dig up in-depth information about the operational management of Jaran Kencak art. Interviews allow researchers to gain individual perspectives from the artists, organizational administrators, and communities involved, so that the data collected is rich and contextual. Confirmation through FGD then serves as validation, as group discussions can strengthen, refine, or even critique the interview results resulting in a more comprehensive picture. The data analysis technique was carried out with a descriptive qualitative approach, which focused on the interpretation of meanings, patterns, and socio-cultural dynamics that emerged from field data. This approach not only emphasizes the description of the phenomenon, but also on an in-depth understanding of how operational management can affect the sustainability of Jaran Kencak's art. With the combination of these methods, the research will be able to produce a valid, relevant, and useful analysis for the development of operational management assistance strategies that are in accordance with local needs.

3. RESULTS AND DISCUSSION

3.1. Results

The data collection activity was carried out through in-depth interviews with various parties directly or indirectly involved in the sustainability of Jaran Kencak art. The resource persons consisted of leaders of arts organizations, players, local governments, and the surrounding community. The data obtained was then confirmed through a Forum Group Discussion (FGD) to ensure the validity and consistency of the information. The analysis was carried out with a descriptive qualitative approach, so that the results presented emphasized more on understanding the meaning and socio-cultural dynamics that surround the art of Jaran Kencak.



Figure 1. Interview Data Collection
Source: Results of Implementation of Activities (2025)

An interview with the head of the arts organization Sri Katon Makmur shows that there is an urgent need for a more structured operational management system. The leadership emphasized that so far art activities often run spontaneously without careful planning, resulting in inconsistencies in performance schedules and limitations in resource management. According to the leadership, operational management assistance will help develop long-term strategies, strengthen coordination between members, and increase the competitiveness of Jaran Kencak arts at the regional level.

The Jaran Kencak players conveyed a more practical view regarding operational needs. They emphasize the importance of setting a consistent rehearsal schedule, clear role distribution, as well as technical support to improve the quality of performances. Some players also revealed that without good management, they often face difficulties in preparing for performances, especially when they have to perform outside the area. Mentoring is considered a solution to create a more efficient and professional work system.

The local government, through an interview with representatives of the Cultural Office, emphasized that the art of Jaran Kencak has great potential as a cultural asset as well as a regional tourist attraction. However, the government also realizes that without good operational management, this potential is difficult to develop to the maximum. The government expressed full support for the mentoring program, because this is in line with efforts to preserve culture and develop the creative economy in Lumajang Regency. They hope that the mentoring can produce a sustainable management model that can be replicated by other arts groups.

The surrounding community provides a more emotional and social perspective. They consider that Jaran Kencak is not only entertainment, but also a symbol of cultural identity that strengthens collective pride. Some residents expressed concerns that if there is no assistance, this art could lose relevance in the midst of modernization. The community hopes that the assistance can improve the quality of performances, expand the reach of the audience, and strengthen social solidarity through art activities.

Confirmation through the FGD strengthened the results of the interview by showing the similarity of views among the speakers. All parties agree that operational management assistance is an urgent need to ensure the sustainability of Jaran Kencak art. The group discussions also produced practical recommendations, such as the need for a documentation system for activities, regular data-driven evaluations, and management training for administrators and players.



Figure 1. Focus Group Discussion
Source: Results of Implementation of Activities (2025)

3.2. Discussion

The results of data collection through interviews with organizational leaders, Jaran Kencak players, local governments, and the community show that there is a real need for operational management assistance. The leadership emphasized the need for more systematic planning, players want a clear schedule and distribution of roles, the government sees great potential in the development of cultural tourism, while the community considers Jaran Kencak as a cultural identity that must be maintained. The confirmation through the FGD strengthens the findings, confirming that all parties have the same interest in maintaining the sustainability of this art.

When linked to the results of previous research, these findings are consistent with studies on the preservation of traditional arts that emphasize the importance of operational management as a strategic instrument. Previous research has shown that traditional arts that do not have a good management system tend to stagnate and lose relevance in the midst of modernization (Tang, 2025). On the contrary, art supported by structured operational management is able to survive, develop, and even become a source of creative economy for the community. Thus, the results of this data collection strengthen the existing literature while providing a specific local context for the art of Jaran Kencak in Lumajang.

The practical implication of these findings is the need for a sustainable and local needs-based operational management mentoring program. Assistance can be realized through management training for administrators, the preparation of activity documentation systems, and data-based routine evaluations. In addition, government support and community participation must be integrated so that assistance is not only technical, but also strengthens socio-cultural values. With these steps, Jaran Kencak art will be better able to adapt to the dynamics of the times, expand the reach of the audience, and contribute to regional development through the art and tourism sectors.

4. CONCLUSION

Based on the results of data collection through interviews with organizational leaders, Jaran Kencak players, local governments, and the community, as well as confirmation through FGD, it can be concluded that operational management assistance is an urgent need for the art of Jaran Kencak Sri Katon Makmur in Lumajang Regency. All parties emphasized the importance of

structured planning, efficient implementation, and data-driven evaluation to maintain sustainability, improve the quality of performances, and strengthen local cultural identity. This assistance not only serves as a technical instrument, but also as a cultural strategy that is able to expand the reach of the audience and support regional development through the arts and tourism sectors.

The limitation in data collection activities lies in the scope of interviews which is still limited to one art organization, so it does not fully reflect the overall condition of the art of Jaran Kencak in Lumajang. In addition, the descriptive qualitative analysis used has not been able to provide a quantitative picture of economic or social impacts in a more measurable manner. Therefore, it is recommended that further research involve more art groups, expand the scope of the region, as well as integrate quantitative methods to strengthen the validity of the results. Future assistance also needs to be designed in a sustainable manner by involving the government, academics, and the community so that the art of Jaran Kencak can continue to develop and be relevant in the midst of the dynamics of the times.

REFERENCES

- Das, S., & Hassan, H. K. (2022). Impact of sustainable supply chain management and customer relationship management on organizational performance. *International Journal of Productivity and Performance Management*, 71(6), 2140-2160. <https://doi.org/10.1108/IJPPM-08-2020-0441>
- Gouvea, R., Kapelianis, D., Montoya, M. J. R., & Vora, G. (2021). The creative economy, innovation and entrepreneurship: an empirical examination. *Creative industries journal*, 14(1), 23-62. <https://doi.org/10.1080/17510694.2020.1744215>
- Kafaru, A. B., Adedayo, A., Ogunowo, T., & Savage, O. (2025). Human resource management and artistic enterprise: Evolving the business paradigm in contemporary painting space. *NIU Journal of Humanities*, 10(3), 79-86. <https://doi.org/10.58709/niuju.v10i3.2264>
- Kirchner, T. A., Golden, L. L., & Brockett, P. L. (2022). Improving arts management/marketing efficiency: optimizing utilization of scarce resources to produce artistic outputs. *Arts and the Market*, 12(3), 181-196. <https://doi.org/10.1108/AAM-07-2021-0029>
- Onyeaunoro, U. L., & Mohammed, B. B. (2024). Data-Driven Decision-Making in Global Supply Chain Management: Transforming Operations through Analytics and Intelligence. *Nigerian Journal of Sustainability Research*, 2(2), 1-23.
- Pramono, S., Azmir, A. F., Aditia, Mahdania, H., & Rahmi. (2025). Arts and culture as a national competitive advantage in Indonesia: a systematic literature review. *Discover Sustainability*, 6(1), 639. <https://doi.org/10.1007/s43621-025-01215-8>
- Raval, S. J., Kant, R., & Shankar, R. (2020). Analyzing the Lean Six Sigma enabled organizational performance to enhance operational efficiency. *Benchmarking: An International Journal*, 27(8), 2401-2434. <https://doi.org/10.1108/BIJ-05-2019-0221>
- Salah, A., Çağlar, D., & Zoubi, K. (2023). The impact of production and operations management practices in improving organizational performance: The mediating role of supply chain integration. *Sustainability*, 15(20), 15140. <https://doi.org/10.3390/su152015140>
- Sulistyan, R. B., Carito, D. W., Cahyaningati, R., & Muttaqien, F. (2023). Application of Digital Marketing in Efforts to Empower Productive Communities and Preserve Banyuwangi Culture. *International Journal of Public Devotion*, 6(1), 75-82. <https://doi.org/10.26737/ijpd.v6i1.4075>
- Tang, X. (2025). Reconsidering Classical Traditions and Modernity: Insights from Chinese Modernization and Its Contribution to the Global South. *Contemp. China & World*, 3, 108.
- Volkova, M., & Troian, V. (2021). Operational management in the enterprise management system. *Економіка та держава*, (6), 82-85. <https://doi.org/10.32702/2306-6806.2021.6.82>