

THE IMPORTANCE OF IMPLEMENTING MANAGEMENT IN ENTREPRENEURIAL ACTIVITIES

PENTINGNYA PENERAPAN MANAJEMEN DALAM KEGIATAN BERWIRAUSAHA

Novita Agistia Soraya¹, Erviany Dwiana Putri², Dewi Nurhasanah³, Nendita Syalwa Nurfadillah⁴, Dede Akhmad Sulaeman⁵, Ujang Dedih Humaedih⁶, Putra Adnyana Murthy⁷, Chepiq Aziz⁸

Prodi Bisnis Digital, Politeknik Haji Anwar Sanusi, Bandung Barat, Jawa Barat, Indonesia^{1,2,3,4,5,6,7,8}

*novitaagistiasoraya@politeknikhas.ac.id

*Corresponding Author

ABSTRACT

Management plays a crucial role in determining the success and sustainability of entrepreneurial activities, particularly in micro-enterprises with limited resources. Many businesses with promising market opportunities fail to grow optimally due to weak managerial implementation. This study aims to analyze the implementation of management functions in entrepreneurial activities at Fotocopy Istiqomah in West Bandung Regency. The study employed a qualitative approach with a descriptive method to comprehensively understand managerial practices based on actual field conditions. Research participants consisted of the business owner and employees selected purposively. Data were collected through semi-structured interviews, direct observation, and documentation studies, and analyzed using descriptive qualitative analysis techniques. The findings reveal that planning is the most dominant management function in maintaining business sustainability, although it is still carried out in a simple and undocumented manner. Organizing remains a major challenge, particularly in task allocation and work responsibilities. The leadership of the business owner plays a significant role in business implementation, while control and evaluation functions are still applied in a relatively simple manner. The study concludes that consistent implementation of management functions contributes significantly to the stability and sustainability of micro-enterprises.

Keywords: Management; Entrepreneurship; Management Functions; Micro-Enterprise; Business Sustainability

ABSTRAK

Manajemen memiliki peran yang sangat penting dalam menentukan keberhasilan dan keberlanjutan kegiatan berwirausaha, khususnya pada usaha mikro yang memiliki keterbatasan sumber daya. Banyak usaha dengan peluang pasar yang baik belum mampu berkembang secara optimal karena lemahnya penerapan fungsi manajemen. Penelitian ini bertujuan untuk menganalisis penerapan fungsi manajemen dalam kegiatan berwirausaha pada usaha Fotocopy Istiqomah di Kabupaten Bandung Barat. Penelitian menggunakan pendekatan kualitatif dengan metode deskriptif untuk memahami praktik manajerial berdasarkan kondisi nyata di lapangan. Subjek penelitian terdiri atas pemilik usaha (owner) dan karyawan yang dipilih secara purposive. Pengumpulan data dilakukan melalui wawancara semi-terstruktur, observasi langsung, dan studi dokumentasi, kemudian dianalisis menggunakan teknik analisis deskriptif kualitatif. Hasil penelitian menunjukkan bahwa fungsi perencanaan menjadi aspek yang paling dominan dalam menjaga keberlangsungan usaha, meskipun masih dilakukan secara sederhana dan belum terdokumentasi secara sistematis. Pengorganisasian masih menjadi aspek yang perlu diperkuat, terutama dalam pembagian tugas dan tanggung jawab kerja. Kepemimpinan pemilik usaha (owner) berperan besar dalam pelaksanaan usaha, sedangkan fungsi pengendalian dan evaluasi masih dilakukan secara sederhana. Temuan penelitian menegaskan bahwa penerapan fungsi manajemen yang konsisten berkontribusi terhadap stabilitas dan keberlanjutan usaha mikro.

Kata Kunci: Manajemen; Kewirausahaan; Fungsi Manajemen; Usaha Mikro; Keberlanjutan Usaha

1. INTRODUCTION

The increasingly dynamic business world has created significant opportunities for people to develop entrepreneurial activities. However, the success of a business is not only influenced by the ability to identify market opportunities or produce attractive products, but also by the entrepreneur's ability to manage the business effectively. In practice, many businesses with good market potential experience development obstacles or even cease operations due to weak organizational management and decision-making. This situation demonstrates that entrepreneurial success relies not only on creativity, risk-taking skills, or venture capital but also requires adequate managerial skills to sustainably operate the business (Octovian et al., 2021).

In entrepreneurial activities, management plays a crucial role because it directly relates to how a business is planned, run, and controlled to effectively achieve its goals. Several previous studies have shown that business success is significantly influenced by the entrepreneur's ability to manage resources, develop strategies, and evaluate business development (Aini et al., 2023; Ramadlani et al., 2023). In other words, managerial skills are crucial for maintaining business continuity amidst uncertain business environments. When management functions are not optimally implemented, the risk of incorrect decision-making, operational inefficiencies, and poor business adaptability to changes in the business environment increases.

The problem of weak business management remains a common challenge, particularly in the micro, small, and medium enterprise (MSME) sector. Most entrepreneurs still operate based on personal experience or intuition without the support of systematic business planning and sound administrative management. Consequently, various issues such as irregular financial records, weak marketing strategies, suboptimal human resource management, and limitations in developing business development strategies often become major obstacles to business growth. Research conducted by Wardi et al. (2020) shows that the quality of business management is closely related to a business's ability to survive and thrive, especially in small-scale businesses that are vulnerable to changing market conditions.

These challenges are becoming increasingly complex with increasing levels of business competition, the development of digital technology, and the rapid changes in consumer needs and preferences. In such situations, business actors are required not only to be able to create competitive products but also to possess the ability to read market changes and formulate appropriate strategies. According to Kotler and Keller (2016), the success of a business is greatly influenced by the ability to understand market dynamics, manage resources effectively, and respond adaptively to changes in the business environment. Therefore, a structured management system is a crucial factor in determining a business's ability to survive amidst increasingly fierce competition.

Although various studies have discussed the factors influencing entrepreneurial success, most studies still emphasize capital, product innovation, and market opportunities as the primary factors for business success. Meanwhile, discussions on the role of managerial skills often receive insufficient attention, even though this aspect plays a significant role in long-term business sustainability. Research by Muhamad Salman (2021) and Zuliawati et al. (2024) shows that management competency plays a crucial role in improving business management effectiveness, strategic decision-making, and the business's ability to respond to changes in the business environment. Therefore, a more in-depth study of the importance of management in entrepreneurial activities is needed to strengthen business resilience and sustainability.

Based on this description, this study aims to analyze the importance of implementing management in entrepreneurial activities and identify how managerial skills can support the success and sustainability of a business. This study is expected to contribute to the development of management and entrepreneurship studies, while also providing practical considerations for business actors in improving the quality of business management to make it more adaptive, competitive, and sustainable.

2. METHODS

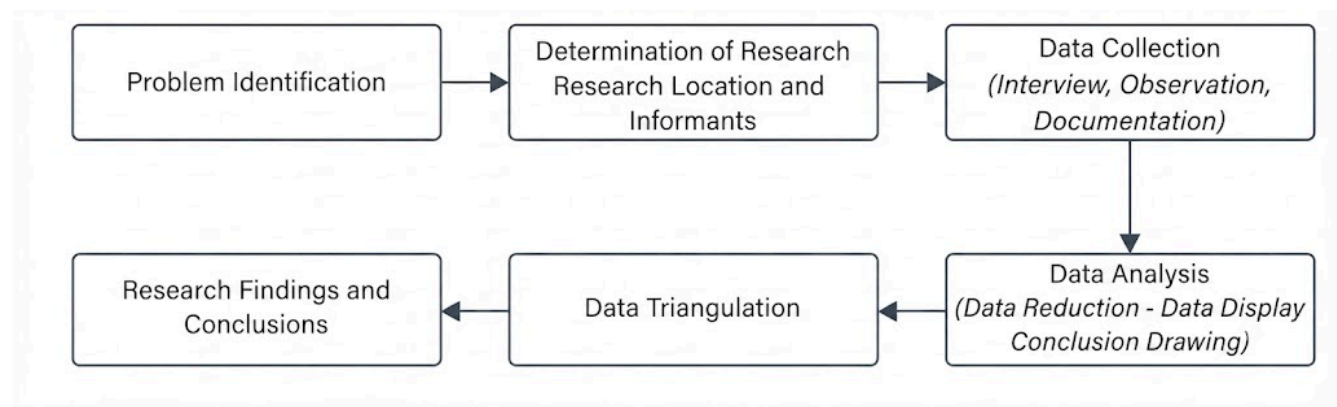
This study uses a qualitative approach with descriptive methods to comprehensively understand the role of management in entrepreneurial activities based on the realities of the field. This approach was chosen because it can describe phenomena in depth and contextually, particularly regarding the application of management functions in business management (Sahir, 2021). The descriptive method is used to explain the

factual conditions regarding the application of management functions, including planning (*planning*), organizing (*organizing*), implementation (*actuating*), and control (*controlling*), and its relationship to business continuity (Sugiyono, 2020).

The research was conducted at the photocopying and printing service business, Fotocopy Istiqomah, in West Bandung Regency, which has been operating since 2006. The research location was selected purposively because this business is considered capable of maintaining business continuity and has grown to have two additional branches with relatively equivalent operational scales. These conditions indicate the existence of business management practices that are considered relevant to be studied in the context of implementing management in entrepreneurial activities.

The research subjects consisted of business owners (*owner*) and all employees were selected using purposive sampling techniques based on their involvement in business management and operations. Data were collected through semi-structured interviews, direct observation, and documentation of relevant business activities and documents. Data analysis was conducted descriptively and qualitatively through the stages of data reduction, data presentation, and interactive conclusion drawing (Miles et al., 2014). To maintain data validity, this study applied triangulation of sources and techniques by comparing the results of interviews, observations, and documentation to increase the credibility of the research findings (Sugiyono, 2020).

Research Design/Steps



3. RESULTS AND DISCUSSION

The research results show that the implementation of management functions is closely related to the sustainability and effectiveness of business management in entrepreneurial activities. Based on field findings, the implementation of management functions in the Istiqomah Photocopy business has been implemented in a simple form, yet has made a significant contribution to the smooth operation of the business. The implementation of these management functions includes aspects of planning (*planning*), organizing (*organizing*), implementation (*actuating*), and control (*controlling*) which is run according to daily business operational needs.

In general, research results show that business success is influenced not only by capital and market opportunities, but also by the business owner's ability to effectively manage their resources. This finding reinforces the view that management functions are a crucial foundation for maintaining business stability, particularly for micro-enterprises with limited human and financial resources. In the context of small businesses, the implementation of management functions is not always carried out formally and documented, but can be realized through simple, consistently applied management practices. Research findings also show that weak implementation of management functions has the potential to lead to operational irregularities, low work efficiency, and increased dependence on the business owner as the central decision-maker (Nizamuddin et al., 2024).

3.1. The Role of Planning in Managing Entrepreneurial Activities

Research findings indicate that the planning function occupies a crucial position in business management activities because it serves as the basis for determining operational direction and business sustainability. At Istiqomah Photocopy, the planning process has not been formalized or systematically written, but has been implemented through various operational considerations made by the business owner in running the business on a daily basis. This indicates that planning in micro-enterprises is more developed based on experience, work habits, and a practical understanding of market conditions in the business environment.

Based on interviews, business owners understand planning as the initial step in maintaining operational stability and anticipating various business needs. The planning generally involves managing daily capital requirements, providing operational raw materials such as paper and ink, managing machine maintenance costs, and establishing revenue targets that serve as a benchmark for evaluating business performance. Revenue targets are set flexibly, taking into account market conditions, customer base, and operational needs that must be met over a specific period.

Furthermore, the research findings indicate that business planning is also conducted through gradual investment decision-making. Business development, including the addition of facilities and the opening of branches, is carried out based on considerations of financial capacity and operational readiness. The existence of several branches of relatively equal scale indicates that business development is conducted through a planning process that considers business sustainability and risk management. Thus, although planning is not yet formalized, business decision-making practices demonstrate an orientation toward long-term business stability and development.

Observational findings indicate that simple planning has a positive impact on the consistency of business operations. This is evident in the relatively well-maintained availability of work equipment, smooth customer service, and the business's ability to maintain stable operational activities. Business owners appear capable of anticipating business needs before stock shortages or technical issues can hamper service. This indicates that planning, even if conducted informally, still plays a strategic role in maintaining business effectiveness.

However, this study also found that current planning practices are still primarily focused on short-term needs and do not fully encompass medium- or long-term strategic planning. Planning related to service development, business innovation, risk mitigation, and strategies for addressing market changes is still situational. Most business decisions are based on empirical experience and the business owner's intuition in responding to dynamically changing market conditions.

This situation demonstrates a gap between understanding the importance of planning and its more systematic implementation. Without more structured planning, businesses can potentially face challenges in the face of uncertain business environments, such as changing consumer needs, rising operational costs, and increasingly competitive business environments. Therefore, strengthening the planning function is crucial for enhancing adaptability and long-term business sustainability.

The findings of this study align with the views of Rahmayanti et al. (2019), who assert that planning is the primary foundation of management functions because it serves as a reference for implementing organizational activities. Furthermore, Mubin (2020) states that business sustainability is greatly influenced by the ability of business actors to develop focused and realistic plans in accordance with the business conditions they face. In the context of micro-enterprises, planning does not always have to be implemented through a complex system; it can begin with setting business targets, managing resources, and consistently evaluating operational needs.

3.2. The Role of Organizing in Improving Business Efficiency

The research findings indicate that the organizational function plays a crucial role in supporting the effectiveness and efficiency of business operations. In the context of micro-enterprises, organization is not always realized through a formal and complex organizational structure, but rather through the division of tasks,

work coordination, and the arrangement of responsibilities tailored to the business's operational needs. The research findings demonstrate that the quality of organization also influences the smoothness of service delivery, work productivity, and the business's ability to manage operational activities effectively.

Based on interviews with the business owner and employees, it was found that the organizational system at Istiqomah Photocopy remains simple and flexible, adapting to business conditions. The division of tasks among employees has not been outlined in written regulations or a formal work structure, but is implemented based on work habits, experience, and daily operational needs. In practice, each employee has dynamic responsibilities, enabling them to assist with various business activities depending on the situation at hand.

However, research results indicate that the suboptimal division of labor is a challenge in business management. Interviews revealed that employees sometimes have to perform multiple tasks simultaneously, such as serving customers, operating machinery, filing documents, and assisting with simple transaction recording. This situation increases the workload, especially during peak operating hours, potentially reducing service effectiveness and work concentration.

Field observations revealed that limited organizational structure led to overlapping tasks in daily operational activities. At certain times, an employee was seen handling multiple customers simultaneously while completing technical tasks requiring high precision. This situation often led to longer customer queues and increased the risk of errors, especially when work volumes increased significantly. This suggests that unstructured organization can impact overall business operational efficiency.

However, this study also found that implementing a simple division of labor can have a positive impact on operational effectiveness. Interviews revealed that when business owners provide more specific work directions, such as separating customer service and technical operations, work activities are more organized and focused. Employees stated that clarity of responsibilities helps them focus on completing tasks, reduces confusion, and expedites the customer service process.

Observation results further support these findings. When there is a clearer division of roles, service flows appear to run more smoothly and work can be completed more efficiently. Separation of responsibilities between customer service, machine operation, and simple administrative management helps reduce the potential for delays and technical errors in the work process. Thus, simple yet consistent organizational practices have been shown to improve productivity and service quality.

Besides impacting work efficiency, good organization also contributes to a more conducive work environment. Interviews indicate that open communication between business owners and employees helps foster better work coordination. Direct direction makes it easier for employees to understand work priorities and reduces the potential for miscommunication during operational processes. In the context of micro-enterprises, these informal communication patterns are a crucial part of the organizational process because they help maintain the stability of daily business activities.

The findings of this study confirm that the primary challenge in the organizational function of micro-enterprises is not solely due to limited workforce, but also related to the suboptimal division of tasks and work responsibilities. Therefore, strengthening the organizational function through a clearer division of labor, consistent coordination, and a more systematic workflow arrangement is necessary to continuously improve business efficiency.

This finding aligns with Nizamuddin et al.'s (2024) opinion, which states that organization plays a crucial role in creating work efficiency through targeted resource management. Furthermore, Syukran et al. (2022) and Aliefiani et al. (2022) emphasize that the organizing function aims to effectively coordinate resources to optimally achieve organizational goals. In the context of micro-enterprises, effective organization does not have to be implemented through a complex system, but can begin with a simple, clear, and consistent division of tasks.

3.3. The Role of Leadership in Supporting the Implementation of Business Activities

The research results show that the implementation of business activities is significantly influenced by

the quality of the business owner's leadership in managing and directing operational activities. In the context of micro-enterprises, the business owner not only functions as a decision-maker but also plays the primary driver, ensuring all business activities run according to objectives. The research findings demonstrate that the success of business implementation is highly dependent on the owner's ability to coordinate resources, provide work direction, and build good communication relationships with employees.

Based on interviews, it was found that the business owner at Istiqomah Photocopy is highly involved in daily operational activities. The business owner is not only responsible for strategic decision-making but also directly involved in work supervision, customer service, and resolving technical issues that arise during the operational process. This involvement indicates that in micro-enterprises, leadership tends to be centered on the business owner as the primary figure in business management.

Employees expressed that the direct work direction provided by the business owner helped them understand work priorities and expected service standards. Open communication made it easier for employees to consult when facing technical or operational challenges. This created a relatively harmonious working relationship and supported a conducive work environment. In practice, the business owner also provided employees with some flexibility in completing their work while prioritizing quality customer service.

Field observations indicate that the leadership style applied tends to be participatory and based on example. The business owner not only provides instructions but also becomes directly involved when work volume increases. This involvement is evident when the owner assists with customer service, machine operation, and the completion of tasks that require faster handling. The owner's presence at the worksite positively impacts employee discipline and motivation, as they feel they receive direct support and supervision.

Furthermore, this study found that the presence of a business owner significantly impacts operational efficiency. Interviews revealed that when the owner is present, coordination between employees tends to improve, and decision-making can be made more quickly. Conversely, when the owner is absent, operational decisions are often delayed because employees still rely on direct direction. These findings indicate that business operations still rely heavily on leadership figures.

On the other hand, heavy dependence on the business owner can potentially pose a challenge to the long-term sustainability of business operations. When work systems are not fully documented and responsibilities are not optimally distributed, the smooth running of business activities is significantly influenced by the presence of the business owner. Therefore, strengthening work systems and gradually delegating authority is necessary so that business operations are not solely dependent on personal leadership but are also supported by more structured work mechanisms.

The findings of this study reinforce the view of Lubis et al. (2025), who stated that entrepreneurs function not only as business actors but also as strategic leaders responsible for mobilizing resources to achieve business goals. In micro-enterprises, communicative, participatory, and exemplary leadership has been shown to increase work effectiveness, build employee motivation, and maintain operational stability. Therefore, strengthening leadership capacity is a crucial aspect in increasing business success and sustainability.

3.4. The Role of Control and Evaluation in Improving Business Performance

The research findings indicate that control and evaluation functions play a crucial role in maintaining operational stability and supporting more effective business decision-making. In the context of micro-enterprises, control is not always implemented through formal, technology-based systems, but rather through simpler approaches tailored to the business's operational needs. The research findings demonstrate that consistent implementation of controls, even if still simple, can help business owners understand business conditions and identify challenges that arise during the operational process.

Based on interviews, it was found that business control practices at Istiqomah Photocopy are generally flexible and lack a structured evaluation system. The business owner revealed that evaluations are typically conducted when certain conditions arise, such as a decrease in customer numbers, increased operational costs, equipment failure, or service issues. In other words, control is more responsive to problems than being implemented periodically as part of routine managerial activities.

Research findings indicate that business development evaluations do not yet utilize written indicators or standardized measurement standards. Business performance assessments are primarily based on daily operational conditions, such as customer traffic levels, service flow, and the business's ability to meet operational needs. This situation leads to evaluations being based on the business owner's experience and subjective judgment. While this approach is helpful for short-term decision-making, the limited availability of documented data has the potential to hinder more objective business evaluation in the long term.

Field observations show that financial and operational activity recording has been done in a simple manner, but not consistently and systematically. Some information related to income, expenses, and operational needs is still largely stored based on the owner's memory and experience. This situation prevents a comprehensive evaluation of business development, particularly regarding revenue trends, expenditure levels, and the effectiveness of implemented operational strategies.

However, this study found that simple control practices positively contribute to business management. Interviews revealed that when business owners record daily income and expenses, their decision-making process becomes more focused. This information helps business owners understand their financial condition, control operational costs, and prioritize business needs more accurately. Furthermore, simple evaluations of daily and monthly revenue targets also help business owners understand business development more realistically.

Observational findings indicate that direct supervision by the business owner over operational activities helps maintain service quality and work discipline. The presence of the business owner at the worksite allows for direct control over the service process, equipment use, and work completion by employees. In the context of micro-enterprises, this direct supervision is an effective form of control for minimizing operational errors while maintaining consistent service quality.

This research confirms that control and evaluation don't have to be carried out through complex mechanisms to have a positive impact on a business. Simple controls implemented consistently, such as recording transactions, evaluating revenue, and monitoring work activities, can help business owners better understand business conditions. Therefore, strengthening control and evaluation functions is crucial for more measured, adaptive, and sustainable business decision-making.

The findings of this study align with the views of Wahyuningtiyas et al. (2021), who stated that control functions to ensure that business activities are carried out in accordance with established goals and plans. Furthermore, Winbaktianur et al. (2020) emphasized that performance evaluation is a crucial part of the continuous improvement process because it helps organizations identify weaknesses and determine more effective development steps. Therefore, the implementation of appropriate control and evaluation is a crucial factor in increasing the competitiveness and sustainability of micro-enterprises.

3.5. The Relationship between Management Functions and the Sustainability of Entrepreneurial Businesses

The research results show that the implementation of management functions is closely related to business sustainability and development. Field findings demonstrate that successful business management is not solely determined by business capital and market opportunities, but also by the business owner's ability to consistently implement management functions. In the context of the Istiqomah Photocopy business, the implementation of management functions is carried out in a simple manner, yet still contributes to operational stability and business development.

Research findings show that the planning function plays a fundamental role in determining the direction of business operations, particularly in capital management, providing operational needs, and setting business targets. Although planning has not been formally implemented and documented, the consideration of business decision-making indicates that business owners have applied planning principles as a guideline in running their businesses. This is one factor that helps businesses maintain their existence and expand their scale by opening additional branches.

In terms of organization, research results show that a clear division of labor impacts operational

effectiveness and efficiency. Although the organizational system is still rudimentary, good coordination between business owners and employees helps ensure smooth daily operations. A more focused division of tasks has been shown to improve work focus and the quality of customer service.

Meanwhile, in the implementation function, business owner leadership is a dominant factor in driving operational activities. Direct business owner involvement, open communication patterns, and exemplary work behavior have been proven to positively influence employee motivation and work discipline. In micro-enterprises, personal leadership remains a crucial aspect determining the successful implementation of business activities.

Regarding the control function, research results show that simple business evaluations still provide benefits for business management. Direct supervision, simple financial record keeping, and revenue evaluation help business owners understand business conditions and make more informed decisions. Although not yet systematic, the implemented controls have helped maintain operational stability.

Thus, this study confirms that business sustainability is not only influenced by external factors such as market conditions and competition, but also by the ability of business actors to effectively integrate management functions. The implementation of simple yet consistent management functions has been proven to help businesses survive, grow, and adapt to the dynamics of the business environment. Therefore, strengthening managerial capacity is a crucial aspect in increasing the competitiveness and sustainability of entrepreneurial ventures, particularly in the micro and small business sector.

3.6. Implications of Management Implementation on Entrepreneurial Business Development

The research findings indicate that the implementation of management functions has significant implications for business sustainability and development, particularly for micro-enterprises. The research findings demonstrate that consistently implemented management practices, even if simple, can help business owners maintain operational stability, improve work effectiveness, and support more focused business decision-making. In the context of this research, the implementation of management functions has been shown to be a contributing factor to the ability of Istiqomah Photocopy to maintain its existence and expand its business by opening additional branches.

From a planning perspective, the visible implication is an increased ability of business owners to manage resources and anticipate operational needs. Simple planning, such as managing raw material inventory, setting revenue targets, and prioritizing expenses, helps businesses maintain stable operations amidst dynamic customer needs and changing operational costs. This demonstrates that consistent planning can be fundamental to reducing business risk.

In terms of organization, research results show that a clearer division of tasks can improve work efficiency and service quality. Although organization has not yet been implemented through a formal structure, good work coordination has a positive impact on the smooth operation of the business. Therefore, simple organization still plays a crucial role in creating work effectiveness, especially in businesses with a limited workforce.

Furthermore, in terms of implementation, the business owner's leadership is a crucial element in maintaining operational stability. A communicative and participatory leadership style helps create conducive working relationships and increases employee motivation. The business owner's direct involvement in operational activities also contributes to a more disciplined and responsible work culture.

Regarding control and evaluation, research results show that simple, routine monitoring helps business owners understand business conditions more objectively. Evaluation of revenue, expenses, and service quality provides information that can be used as a basis for determining business improvement measures. While still simple, these control practices have been proven to help maintain operational consistency and reduce the potential for errors.

Overall, this research indicates that implementing management functions doesn't have to be done through a complex system to have a positive impact on a business. In micro-enterprises, simple, consistently implemented management practices can contribute to increased operational effectiveness, service quality, and

business sustainability. Therefore, strengthening managerial capacity is a crucial requirement for business actors to face increasingly dynamic and competitive business conditions.

4. CONCLUSION

Based on the results of research conducted on the Istiqomah Photocopy business in West Bandung Regency, it can be concluded that the application of management functions in entrepreneurial activities has been carried out, but its implementation is still simple and not fully structured. The managerial practices applied are largely developed through the empirical experience of the business owner and adjustments to daily operational needs. Nevertheless, the implementation of management functions has been proven to contribute to business sustainability, particularly in maintaining operational stability and supporting the decision-making process.

In terms of planning, research shows that this function is the most dominant aspect of business management, and its benefits are directly felt by business owners. The planning process includes managing operational needs, managing business capital, procuring raw materials, and establishing revenue targets as operational benchmarks. Although not yet incorporated into formal documents or systematic strategic plans, simple planning practices have been proven to help businesses maintain operational continuity and minimize risks that could hinder business activities.

Meanwhile, the organizational function remains an aspect that hasn't been optimally implemented. Limited human resources and the lack of a structured division of tasks and responsibilities mean that work processes tend to be flexible and situational. This situation leads to overlapping tasks, increased employee workloads, and suboptimal operational efficiency. Nevertheless, research shows that a simple division of tasks, when implemented consistently, can have a positive impact on service effectiveness and work coordination.

In the implementation function, the quality of the business owner's leadership is a crucial factor in carrying out operational activities. The business owner plays a dominant role as a decision-maker, work director, and supervisor of business activities. A communicative, participatory, and exemplary leadership style has been proven to help create conducive working relationships and increase employee discipline and motivation. However, the high level of dependence on the business owner also indicates that the work system is not yet fully self-sufficient.

Regarding control and evaluation, research results indicate that monitoring and evaluation processes are not implemented regularly or based on measurable performance indicators. Business control is still primarily implemented when specific problems arise, so decision-making tends to be responsive to the situation. Nevertheless, simple evaluation practices, such as recording daily income and expenses and directly monitoring operational activities, still provide benefits in helping business owners understand business conditions and determine improvement measures.

Overall, the research findings confirm that micro-enterprises tend to rely on informal management practices as a strategy to maintain business continuity. This management model is relatively effective in maintaining business stability in the short term, especially for businesses with limited operational scale. However, if not accompanied by more systematic strengthening of management functions, this condition has the potential to hinder future business development. Therefore, strengthening managerial capacity, establishing a clearer division of labor, and implementing more structured business evaluations are crucial steps to support the sustainability and competitiveness of micro-enterprises.

5. REFERENCES

- Aini, N., et al. (2023). Peran kemampuan manajerial dalam meningkatkan keberhasilan usaha mikro kecil dan menengah di era digital. *Jurnal Manajemen Kewirausahaan*, 11(2), 115–128.
- Apriani, D., et al. (2025). Pengaruh fungsi manajemen terhadap efektivitas pengelolaan usaha mikro kecil dan menengah. *Jurnal Ekonomi dan Bisnis*, 14(1), 45–58.
- Apriyanti, R. (2020). Penerapan fungsi manajemen pada pengembangan usaha kecil menengah di Indonesia. *Jurnal Administrasi Bisnis*, 9(3), 201–214.

- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson Education.
- Muhamad Salman. (2021). Kompetensi manajerial dan keberlanjutan usaha mikro kecil menengah. *Jurnal Manajemen dan Kewirausahaan*, 9(2), 87–99.
- Octovian, et al. (2021). Kewirausahaan sebagai praktik manajemen dalam pengembangan bisnis berkelanjutan. *Jurnal Kewirausahaan dan Bisnis*, 8(1), 25–39.
- Ramadlani, N., et al. (2023). Strategi pengelolaan usaha berbasis kemampuan manajerial dalam meningkatkan daya saing bisnis. *Jurnal Manajemen Bisnis dan Inovasi*, 10(1), 77–91.
- Wardi, Y., et al. (2020). Determinan keberhasilan usaha mikro kecil dan menengah dalam perspektif manajemen usaha. *Jurnal Manajemen dan Bisnis Indonesia*, 7(2), 155–169.
- Zuliawati, L., et al. (2024). Kompetensi manajemen dan keberlanjutan usaha pada sektor UMKM. *Jurnal Ekonomi dan Kewirausahaan*, 12(1), 33–47.
- Drucker, P. F. (2014). *Innovation and Entrepreneurship*. Routledge.
- Robbins, S. P., & Coulter, M. (2021). *Management* (15th ed.). Pearson.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education. (Kredibel untuk penguatan konsep kewirausahaan modern).
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications.
- Creswell, J. W. (2013). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (3rd ed.). SAGE Publications.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). SAGE Publications.
- Sahir, S. H. (2021). *Metodologi Penelitian*. Penerbit KBM Indonesia.
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.