

## **The Influence of Operational Management and Marketing Strategy on the Profitability of K-24 Geliting Pharmacy in Maumere**

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### **Abstract**

*Profitability is an important indicator of the success and sustainability of businesses in the pharmaceutical sector, including Apotek K-24 Geliting Maumere, which operates in a competitive and dynamic business environment. Efforts to increase profitability are inseparable from the role of effective operational management and targeted marketing strategies. However, the extent to which these two factors influence profitability still requires empirical evidence. Given this background, this study uses a quantitative, survey-based approach. The sampling technique used is saturated sampling, so that all 30 employees are used as research samples. Data were obtained through questionnaires and analyzed using multiple linear regression with the help of statistical software. Hypothesis testing was carried out using a t-test to see the partial effect and an F-test to see the simultaneous effect. The results of the study indicate that operational management has a significant influence on profitability, with a calculated t-value of 1.932 and a significance value of 0.004 ( $p < 0.05$ ). Marketing strategy was also proven to have a significant influence on profitability, with a calculated t-value of 2.868 and a significance value of 0.008 ( $p < 0.05$ ). Furthermore, the results of the F test show a calculated F value of 9.038 with a significance of 0.001, so it can be concluded that operational management and marketing strategy simultaneously have a significant effect on the profitability of Apotek K-24 Geliting Maumere.*

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## **1. INTRODUCTION**

Profitability is a key indicator of a pharmacy's financial performance, significantly influenced by the effectiveness of operational management and marketing strategies. From a financial management perspective, efficient working capital management, including inventory, receivables, and cash, plays a crucial role in maintaining a balance between liquidity and profitability. However, in practice, many pharmacies experience fluctuations in profitability despite increasing sales, generally due to high operational costs and suboptimal inventory management (Afrianti, D., & Purwaningsih, E., 2022).

Operational management, including cost control, inventory management, and quality customer service, has been shown to impact pharmacy profitability. Inefficient inventory management can lead to waste and losses due to expiration or stock shortages, while weak operational cost control directly impacts profit declines (Alfahruqi, F., Indrabudiman, A., & Handayani, W. S., 2020). Furthermore, a fast and high-quality service strategy can improve customer satisfaction and drive sales growth. Marketing strategy also plays a

crucial role through appropriate pricing, effective promotions, and the use of social media and service differentiation to strengthen competitiveness and customer loyalty (Amanda, R. I. 2019).

This phenomenon also occurred at Apotek K-24 Geliting Maumere, which exhibited fluctuations in profitability during the 2020–2024 period. Although sales tended to increase, profitability did not always correspond due to rising Cost of Goods Sold (COGS) and poorly controlled operating costs. This situation indicates the need for a thorough evaluation of operational management and marketing strategies to achieve sustainable profitability.

Previous studies generally examine operational management and marketing strategy separately and focus more on the retail sector or the pharmaceutical industry in general. Therefore, this study is novel in integrating operational management and marketing strategy in the context of local pharmacies and using employee perceptions as a subjective approach to measuring profitability. Based on this background, this study was formulated to answer the following questions: whether operational management influences the profitability of Apotek K-24 Geliting Maumere, whether marketing strategy influences the profitability of Apotek K-24 Geliting Maumere, and whether operational management and marketing strategy simultaneously have a significant effect on profitability.

## **2. THEORETICAL BASIS**

### **1.1 Profitability**

Profitability is a key indicator of financial performance, reflecting a company's ability to generate profits through the efficient utilization of assets, capital, and resources. From a financial management perspective, profitability not only reflects the final financial results but also reflects the quality of managerial decision-making, strategic effectiveness, and company competitiveness. In the pharmacy sector, profitability is heavily influenced by inventory management efficiency, operational cost control, and the success of marketing strategies. Theoretically, profitability is measured using financial ratios such as Return on Assets (ROA), Return on Equity (ROE), Net Profit Margin (NPM), and Gross Profit Margin (GPM) (Elya Dasuki, R. 2021). However, in conditions of limited financial data, an employee perception approach can be used as an alternative to assess profitability through indicators of operational cost efficiency, sales growth, inventory turnover, and asset utilization. The main factors influencing profitability include operational management efficiency, marketing strategy, capital structure, service quality, and the business and regulatory environment (Fauzan, F., Veranita, M., & Purwadhi, P., 2025).

### **1.2 Operational Management**

Operational management is a series of activities involving planning, organizing, implementing, and controlling resources to produce products or services effectively and efficiently (Brastibian, I., 2020). In the context of pharmacies, operational management includes managing drug inventory, organizing service flows, scheduling the workforce, controlling service quality, and utilizing information technology. The effectiveness of operational management is reflected in the accuracy of operational planning, efficient inventory management, smooth service processes, service quality, and the utilization of technology. Various studies have shown that good operational management can reduce costs, increase inventory turnover, and reduce the risk of loss, thus contributing positively to increasing pharmacy profitability.

### **1.3 Marketing strategy**

Marketing strategy is an integrated planning process for creating, delivering, and communicating value to customers to achieve organizational goals (Handayani &

Hadi, 2019). In pharmacies, the marketing strategy focuses not only on product sales but also on providing quality healthcare services and building a professional image. The healthcare marketing approach generally utilizes the 7Ps marketing mix, namely: *product, price, place, promotion, people, process, and physical evidence*. The implementation of effective marketing strategies, such as competitive pricing, targeted promotions, quality service, and the use of digital media, has been proven to increase customer satisfaction and loyalty. This increased loyalty results in increased transaction volume and frequency, which ultimately contributes to increased pharmacy profitability (Hantono et al., 2019).

## 2. RESEARCH METHODS

This study uses a quantitative approach with an associative research type to analyze the influence of operational management and marketing strategy on profitability. The research design used is *cross-sectional*, where data is collected over a period of time to describe the condition of variables and the relationships between them simultaneously. The research was conducted at the K-24 Geliting Pharmacy in Maumere (Sugiyono, 2019).

The study population included all 30 employees of Apotek K-24 Geliting Maumere, consisting of pharmacists, pharmaceutical technicians, and operational support staff. The sampling technique used was saturation sampling, so that all members of the population were included in the study sample.

Data were collected through a questionnaire with a Likert scale of 1–5, structured based on the indicators of each variable: operational management ( $X_1$ ), marketing strategy ( $X_2$ ), and profitability ( $Y$ ). Furthermore, a literature review was conducted to strengthen the theoretical foundation. Instrument validity was tested using Pearson correlation, while reliability was tested using Cronbach's Alpha coefficient.

Data analysis used multiple linear regression to test the partial and simultaneous effects of independent variables on profitability. Before the regression analysis, classical assumption tests were conducted, including normality and multicollinearity tests. Hypothesis testing was conducted using t-tests to determine partial effects, F-tests to assess model feasibility and simultaneous effects, and the coefficient of determination (Adjusted  $R^2$ ) to assess the model's ability to explain variations in profitability.

## 3. RESULTS AND DISCUSSION

### 3.1 Respondent Description

In this study, the respondents were all 30 employees of Apotek K-24 Geliting Maumere, consisting of the Pharmacist in Charge (APA), Pharmaceutical Technical Personnel (TTK), Cashiers, Administration, and Operational Support Staff. More detailed information regarding the characteristics of the respondents can be seen in the following table:

**Table 1: Description of Employee Respondents at the K-24 Geliting Maumere Pharmacy**

No	Respondent Characteristics		Number of Respondents	Percentage (%)
1	Gender	Man	12	40%
		Woman	18	60%
2	Age	20-24 years old	7	23.3%

		25-30 years	13	43.3%
		31-35 years old	5	16.7%
		>36 years	5	16.7%
3	Department	Responsible pharmacist (APA)	6	20.0%
		Pharmaceutical technical personnel (TTK)	10	33.3%
		Cashier	2	6.7 %
		Administration	5	16.7%
		Operational support staff.	7	23.3
4	Length of work	<1 thn	2	6.7%
		1-3 thn	15	50.0%
		4-6 thn	8	26.7%
		>6thn	5	16.7%

From the tabulation of respondent data in the table above, it can be concluded that the majority of respondents are female, with a difference of 20% higher than male respondents. This shows that the workforce in the studied environment is dominated by women, with the largest age group being 25–30 years (43.3%), indicating that the majority of respondents are in their early productive age. Meanwhile, those aged over 31 years have a smaller but still significant proportion of 33.4% when combined. In terms of job groups, the majority of respondents come from the pharmaceutical technical personnel (TTK) group of 33.3%, followed by operational support staff, 23.3%. This shows that the respondents who are most involved are technical and operational support staff, while the cashier position has the smallest proportion. The data above also shows that most respondents have a work period of 1–3 years, or 50%, indicating that respondents are relatively new but have sufficient experience. Meanwhile, respondents with a work period of more than 6 years have a smaller proportion of 16.7%. This illustrates that the population in this work environment research consists of young and productive workers, with quite good work experience, and is dominated by women and pharmaceutical technical workers.

### 3.2 The Influence of Operational Management on Profitability

Table 2 T-Test Table

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.008	4.463		.450	.656
	X1_operational_management	.424	.220	.307	1.932	.004

	X2_marketing_strategy	.485	.169	.456	2.868	.008
a. Dependent Variable: Y_profitabilities						

The t-test results showed that operational management had a significant effect on profitability with a t-count of 1.932 and a significance value of 0.004 ( $p < 0.05$ ), confirming the importance of efficient operational management in increasing profitability at Apotek K-24 Geliting Maumere. This finding is in line with the working capital management theory explained by Kasmir (2012), which states that optimal working capital management, including inventory, receivables, and cash management, is one of the main factors supporting company profitability. This theory suggests that companies must be able to manage inventory well to avoid waste and increase stock rotation, which in turn has a direct impact on cost reduction and profit increase. In the context of Apotek K-24, better inventory management can reduce waste due to expired products or stock shortages, which often lead to decreased revenue or even loss of customers.

Research by Rajagukguk & Siagian (2021) also shows that efficient operational cost management significantly contributes to increased pharmacy profitability. This study's findings are consistent with their findings, indicating that better operational management not only impacts cost efficiency but also improves service quality, ultimately impacting customer satisfaction and loyalty, and creating greater financial resources for business development.

The practical implications of these findings for the management of Apotek K-24 Geliting Maumere are that pharmacies need to focus more on improving their inventory management systems, for example, by using information technology to monitor and manage inventory in real time. This will not only reduce operational costs but also increase the speed of service to customers, ultimately improving the customer experience and increasing profitability. Apotek K-24 should consider implementing a computer-based inventory management system to monitor drug stocks, forecast demand, and avoid waste or costly shortages. Thus, the results of this study provide an important contribution to the development of more efficient and sustainable pharmacy operational strategies.

### 3.3 The Influence of Marketing Strategy on Profitability

**Table 3 T-Test Table**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.008	4.463		.450	.656
	X1_operational_management	.424	.220	.307	1.932	.004
	X2_marketing_strategy	.485	.169	.456	2.868	.008
a. Dependent Variable: Y_profitabilities						

The t-test results show that marketing strategy significantly influences the profitability of Apotek K-24 Geliting Maumere, with a t-value of 2.868 and a significance level of 0.008 ( $p < 0.05$ ). This finding confirms that the implementation of an effective marketing strategy plays a crucial role in improving the financial performance of pharmacies. The results of this study align with the 7P marketing mix theory proposed by Kotler and Keller (2016), which emphasizes the importance of integrating product, price, promotion, place, process, human resources, and physical evidence in creating value for customers. Furthermore, this finding is consistent with research by Sri Wilasmi et al. (2020), which states that effective promotions can increase brand awareness, expand market share, and drive increased profitability. Practically, these results indicate that strengthening promotions, developing customer loyalty programs, and utilizing digital media based on customer data are relevant strategies for sustainably increasing pharmacy sales and profitability.

The t-test results showed that the marketing strategy has a significant influence on profitability, with a t-count of 2.868 and a significance value of 0.008 ( $p < 0.05$ ), underscoring the importance of implementing an effective marketing strategy to improve the financial performance of Apotek K-24 Geliting Maumere. The 7P marketing mix theory proposed by Kotler & Keller (2016) explains that to achieve marketing success, companies need to combine marketing elements such as product, price, place, promotion, people, process, and physical evidence to create an attractive value proposition for customers. In the context of pharmacies, this can be translated into providing better service, offering quality products, and effective promotions to attract customers and increase sales.

Research by Sri Wilasmi et al. (2020) also highlights that effective promotions can increase brand awareness and expand market share, ultimately contributing to increased profitability. This study shows that by using appropriate promotions, such as discounts for repeat customers or using social media to attract new customers, pharmacies can increase visibility and customer loyalty, potentially boosting sales. Therefore, the findings of this study are consistent with marketing theory, which states that effective and targeted marketing has significant potential to increase pharmacy profitability.

Practically, for the management of Apotek K-24 Geliting Maumere, these findings indicate that the pharmacy needs to strengthen its marketing strategy. One possible step is to design a customer loyalty program, such as awarding points or rewards for certain purchases, and increasing the pharmacy's presence on digital platforms through online promotions. With this approach, Apotek K-24 can attract more customers, improve relationships with existing customers, and increase overall sales. Implementing a marketing strategy based on more detailed customer data can be a more effective step in maximizing pharmacy profitability.

### 3.4 The Simultaneous Effect of Operational Management and Marketing Strategy on Profitability

**Table 4 F Test Table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	105.615	2	52.808	9.038	<.001 <sup>b</sup>
	Residual	157.751	27	5.843		
	Total	263.367	29			
a. Dependent Variable: Y_profitabilities						
b. Predictors: (Constant), X2_marketing_strategy, X1_operational_management						

Results The F-test results showed that operational management and marketing strategies simultaneously had a significant effect on the profitability of Apotek K-24 Geliting Maumere with an F-count value of 9.038 and a significance value of 0.001 ( $p < 0.05$ ), confirming the importance of integration between these two factors in improving the pharmacy's financial performance. The financial management theory proposed by Lukviarman (2016) states that to achieve optimal profitability, companies must manage both aspects of operational management and marketing simultaneously, because both are interconnected and support each other in improving financial results. Efficient operational management will create greater resources to be used in effective marketing activities, while good marketing will expand market share and increase sales, which ultimately have a positive impact on profitability.

Previous research by Hantono *et al.* (2019) and Muslih (2019) also showed that simultaneous operational and marketing management can improve profitability. Hantono *et al.* (2019) explained that proper operational cost management, such as inventory control and labor costs, can increase a pharmacy's capacity to implement more aggressive marketing programs, which in turn increases competitiveness and revenue. Therefore, the F-test findings in this study support this theory by indicating that these two factors must be managed in a balanced manner to achieve optimal results.

The practical implication of these findings is that the management of Apotek K-24 Geliting Maumere needs to integrate these two aspects into its strategic planning. Efficient operational management must go hand in hand with the implementation of targeted marketing strategies. Apotek K-24 needs to ensure that existing resources are optimally utilized to support these two factors, for example, by using an information system that can assist in the simultaneous management of operations and marketing. This step can create strong synergy between operations and marketing to increase the pharmacy's long-term profitability.

#### 4. CONCLUSION

Based on the results of research on the influence of operational management and marketing strategies on the profitability of Apotek K-24 Geliting Maumere, it can be concluded that operational management and marketing strategies have a significant influence on increasing pharmacy profitability. Effective operational management plays a crucial role in optimizing drug inventory management, cost control, and efficient utilization of working capital, thereby increasing profit margins. A well-targeted marketing strategy contributes to increasing sales volume, expanding market share, and strengthening customer loyalty through product differentiation and effective promotions. The synergy between efficient operational management and optimal marketing strategies simultaneously creates better and more sustainable financial performance, as it improves internal efficiency while enhancing the pharmacy's competitiveness and external performance.

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