

## APPLICATION OF STANDARD OPERATIONAL PROCEDURES TO THE PERFORMANCE OF PT SATU RODA INDONESIA EMPLOYEES

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### ABSTRACT

This research aims to determine the consistent, efficient and compliant implementation of Standard Operating Procedures (SOP) within the PT Satu Roda Indonesia organization. The research will be carried out at the office. This study uses a qualitative method. The sampling method used was purposive sampling. Interviews were conducted with company employees and external company experts to understand the implementation of existing SOPs at PT. Satu Roda Indonesia. In an analysis of the implementation of SO) at PT. Satu Roda Indonesia, several important findings can be concluded that the implementation of SOP at PT Satu Roda Indonesia has proven to be the key to increasing work efficiency and employee performance. By having clear and structured SOPs, employees have clear guidance to carry out their duties consistently and precisely. This reduces confusion and errors in the execution of daily work, which in turn increases productivity and efficiency. SOPs also play a role in ensuring that each step in the work process has been carefully thought out, thereby minimizing wasted time and ensuring that resources are used optimally. This research becomes a critical evaluation tool to adjust SOPs to current work realities. This research following SOPs, employees can work more efficiently and effectively, because they have clear guidance on what is expected of them in each situation.

**Keywords:** Standard Operating Procedures, Employee Performance, Effectiveness

### INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies throughout the world are required to increase the efficiency and effectiveness of their operations. One of the key factors that contributes to achieving company goals is employee performance. Optimal employee performance not only influences productivity, but also impacts product or service quality, customer satisfaction, and ultimately, company profits. PT Satu Roda Indonesia, a company operating in the field of [mention industry, for example motor vehicle manufacturing], faces similar challenges. As a company that focuses on increasing competitiveness and product quality, PT Satu Roda Indonesia strives hard to improve employee performance so that they can meet established quality and efficiency standards. One of the efforts made to achieve this goal is the implementation of Standard Operating Procedures (SOP). SOP are written guidelines that contain the steps or procedures that must be followed to complete certain tasks consistently and effectively. SOPs are designed to ensure that all activities are carried out in a standard and accountable manner, and reduce variability in work processes. With the SOP, it is hoped that every employee can work according to the standards that have been set, thereby increasing efficiency and reducing errors.

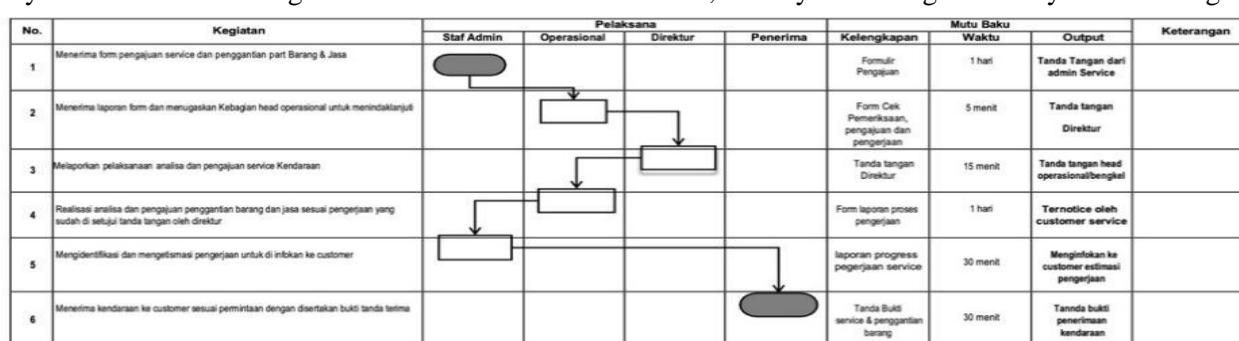


Figure 1. SOP of PT. Satu Roda Indonesia

Even though SOP implementation has been carried out at PT Satu Roda Indonesia, there is a feeling that its effectiveness in improving employee performance has not been fully measured. Some of the problems that arise include uncertainty in implementing SOPs, employee resistance to change, and the gap between management expectations and reality on the ground. This shows the need for a more in-depth evaluation regarding the extent to which the implementation of SOPs affects employee performance in the company. By understanding the relationship between SOP implementation and employee performance, it is hoped that companies can make the necessary adjustments and improvements to achieve better results.

## **LITERATURE REVIEW**

The Theory of Planned Behavior (TPB) provides a perspective for understanding how Standard Operating Procedures (SOP) influence employee performance in an organization (Ahmad et al, 2020). According to the TPB, individual behavior is determined by intentions which are influenced by three main factors: attitudes, subjective norms, and perceived behavioral control. In the context of SOPs and employee performance, TPB believes that implementation and compliance with SOPs can have a significant impact on these three factors, thereby influencing employee behavior and performance (Arfiansyah et al, 2023). SOPs can shape employees' attitudes in following certain procedures and protocols. According to Lartey (2021) SOPs that are supported and reinforced by coworkers and management, employees will be more likely to consider compliance with these procedures as a social norm. When employees feel that they have the resources, skills, and support needed to carry out tasks according to SOP, their perceived behavioral control increases (Arief and Sunaryo, 2020). SOPs that are implemented effectively, communicated clearly and supported in the organizational culture, SOPs can influence these factors positively thereby increasing employee compliance with procedures and ultimately improving overall performance in the workplace (Citra and Sandi, 2023). SOP are documented guidelines and step-by-step instructions that outline specific processes, methods and best practices that employees must follow (Arief and Sunaryo, 2020). SOPs are usually detailed documents that provide clear instructions, work flow diagrams, and information necessary to guide employees in their respective roles and responsibilities (Lartey 2021)

Employee performance refers to the results and achievements of PT Satu Roda Indonesia employees which can be measured within the organization. Novie et al, (2023) say that performance is assessed through objective metrics, supervisor evaluations, and achievements related to organizational goals and individual job roles. Employee performance is based on several theories, including Expectancy Theory, which states that employees are motivated to perform well when they believe their efforts will produce desired outcomes, such as rewards or recognition. Additionally, Social Exchange Theory emphasizes reciprocity in the workplace, suggesting that employees tend to perform better when they perceive fair treatment and support from the organization. There is a strong correlation between key performance indicators and staff performance. Clear and well-defined key performance indicators (KPI) provide guidance to company employees in achieving desired goals (Susanto et al, 2023). When performance is evaluated against these standards, employees receive constructive feedback regarding strengths, weaknesses, and areas for improvement. This feedback loop allows workers to optimize their efforts, set priorities, and focus on the most important aspects of achieving company goals.

## **RESEARCH METHODS**

The research was conducted at the office PT Satu Roda Indonesia with qualitative method using descriptive research. In depth interview with triangulation data. PT Satu Roda Indonesia which is located at the Mentari Beach Housing Complex in Surabaya. This research uses qualitative methods by interviewing company employees and external company experts to understand the implementation of existing SOPs at PT. Satu Roda Indonesia. Triangulation data with the validity and reliability to analysis the research results.

### **Data gathering technique**

In this research, data collection techniques include participant observation, in-depth interviews, and documentation studies.

1. Participatory observation involves researchers immersing themselves in the environment being studied, actively participating in the setting while observing and recording behavior, interactions, and cultural nuances (Dzwigol, 2020).
2. In-depth interviews are fundamental in qualitative research, which involve open and detailed conversations between researchers and participants (Dzwigol, 2020). These interviews delve deeply into individual perspectives, experiences, and insights related to the research topic.
3. Documentation studies include the analysis and interpretation of various documents, texts or materials relevant to research (Dzwigol, 2020). This may include historical records, organizational reports, photographs, or other related written or visual sources.

#### Research Informant

Researchers use purposive sampling techniques to determine informants in research. This is a strategy where researchers deliberately select participants or elements based on certain criteria that are relevant to the research objectives (Andrade, 2021).

**Tabel 1. Research Informant**

No	Informant	Criteria
1	Expert External	<ul style="list-style-type: none"><li>- Understand how to implement SOPs</li><li>- Have an understanding of employee performance as a whole</li><li>- Able to identify assessment KPIs given to employees</li></ul>
2	Employee PT. Satu Roda Indonesia	<ul style="list-style-type: none"><li>- Understand how to implement PT SOPs. Satu Roda Indonesia</li><li>- Understand the company's development in terms of finances and customer relations</li><li>- Understand the ins and outs of company operations</li></ul>
3	Customer PT. Satu Roda Indonesia	<ul style="list-style-type: none"><li>- Understand how to implement company SOPs</li><li>- Have a view of the work direction and responsibilities given</li></ul>

#### RESULT AND DISCUSSION

Based on interviews and observations that have been carried out, the author can describe the application of standard operational procedures to the performance of PT Satu Roda Indonesia employees. For the Dynamic Segment Standard Operating Procedures: which was confirmed by employee sources (D) with the question how to understand dynamic concepts in the context of SOPs in the workplace? The following is the explanation of the interview results: (D) stated that the SOP which was initially implemented by trial and error is now dynamically used as a guideline in accordance with the agreement in the operational, marketing and finance divisions. This means that the SOP follows the development of guidelines based on agreements between divisions.

Apart from that, for informants (F and D) in the question, have you ever experienced a situation where the SOP was not appropriate to the situation at hand? How do you handle that?

(F) states that revisions to management will be made if the SOP does not meet the required conditions or specific conditions. Revisions to management will be made if the SOP does not meet the required conditions or specific conditions. Meanwhile (D) stated that PT Satu Roda Indonesia had experienced a situation where the SOP was not in line with the direction or guidance from the company. The way to handle this is to ask for approval from the board of directors to follow up. So in conclusion, PT Satu Roda Indonesia is facing a mismatch between the existing SOP and the company's direction. To overcome this problem, the company chose to coordinate with the board of directors

to obtain approval for revisions to the SOP. This ensures that SOPs remain relevant and in line with overall company policies and direction.

For the Standard Operational Procedure Alignment Segment which is confirmed by employee, customer and expert sources. With the question how do you ensure that you and your colleagues? You are consistent in implementing SOP in every task you carry out. Following are the results of the interview by (D) Trial and error was carried out and each division reminded each other, both from the marketing, operational and finance divisions. The existence of a group makes it easier for each division to coordinate following the SOP. Meanwhile, the results of the interview (F) with the question What steps do you take to ensure that the SOP remains relevant and can adapt to changes that occur in the work environment? So that the SOP remains relevant and can adapt to changes that occur in the PT work environment. Satu Roda Indonesia employees' work is controlled directly and indirectly. This SOP is ensured to be relevant and updated in accordance with changes in the work environment or company policy by keeping pace with other and new cases. This means that employee work is supervised directly and indirectly to ensure that SOPs remain relevant and can be adapted to changes in the PT Satu Roda Indonesia work environment. Old and new cases are used to ensure that SOPs remain relevant and adaptable to changes in company policy or work environment. To the question How do you think SOPs can be improved or adjusted to better support employee performance? Informant (F) said that there were discussions with management to support employee performance (SOP), while (R) stated that some SOPs were appropriate, but some were not, such as delays in handling maintenance, namely regarding funding applications.

This means that to increase SOP support for employee performance, discussions need to be held with management to identify and revise aspects of the SOP that are less effective, such as delays in handling maintenance due to fund application procedures. This discussion aims to ensure SOPs are more responsive and support employee work efficiency. Meanwhile, for the question How do SOPs contribute to the alignment of goals and procedures between various departments or work units within your organization? According to informant (D) The existence of a group makes it easier for each division to coordinate following the SOP. The role of SOP is to increase the efficiency and effectiveness of communication methods between divisions, especially if there are special cases. What this means is that there is a group that helps each division coordinate to follow standard operating procedures (SOP). The role of SOP is to increase the efficiency and effectiveness of communication between divisions, especially in special cases.

For user-oriented indicators, the question is: do you see any particular challenges in implementing or complying with SOPs in your workplace? How do you solve it? Sources (F) stated that the team held meetings, both planned and urgent, to ensure that employees implemented the SOP correctly. To overcome existing challenges, the SOPs implemented will be sorted out whether they are appropriate or not by trial and error, while (D) states that challenges in following SOPs still exist, so weekly and monthly evaluations are often carried out to overcome these challenges. So it can be concluded that in overcoming the challenges of implementing SOPs in the workplace, the team actively holds meetings, both scheduled and unannounced, to ensure compliance with SOPs. In addition, SOPs are routinely evaluated through trial and error methods and periodic evaluations (weekly or monthly) to determine their suitability and make adjustments if necessary, thereby increasing their effectiveness in supporting company operations.

For questions of indicators of ease and clarity. How would you rate the level of ease and clarity of the SOPs you follow in your daily work? According to (D) SOP This implementation is running smoothly, but PT Satu Roda Indonesia needs to improve its performance, such as coordination. If there are suggestions, they will be submitted by the supervisor. If approved by the director, the SOP will be revised. Meanwhile, the question is how do you ensure that the SOP you apply can be understood and implemented well by other employees? (F) states that PT Satu Roda Indonesia is open to variations or improvisations on SOPs which it thinks can improve employee performance. Joint discussions are held if there are employees who do not understand the SOP and its application. So PT Satu Roda Indonesia ensures good understanding and implementation of SOPs by employees through joint discussions if there are employees who do not understand the SOPs. The company is also open to variations or improvisations on SOPs that are considered to improve employee performance, thereby creating a work environment that is

adaptive and responsive to operational needs and progress. Meanwhile, for the question, can you provide concrete examples of how SOPs have helped you complete tasks more efficiently or effectively? Informant (D) stated that SOPs have helped in completing tasks efficiently and effectively, one example is daily and monthly corporate rent. With the SOP, the marketing division will get customers.

Apart from that, the operational and finance divisions can also input data on existing forms. When there is a special case, this case will be discussed in the monthly evaluation. The role of SOP is to increase the efficiency and effectiveness of communication methods between divisions, especially if there are special cases. SOPs have helped complete tasks more efficiently and effectively, such as daily and monthly company rent. With SOP, the marketing division will get clients. Apart from that, the finance and operations departments can also fill in data in existing formats. When there are special cases, they will be discussed in the monthly evaluation. SOPs improve communication between divisions, especially in special cases.

For Employee Performance in quality indicators How do you ensure that you and your colleagues always follow SOPs correctly? Are there any particular challenges you face in this regard? Statement from source (F) Joint discussions are held if there are employees who do not understand the SOP and its application. There are discussions with management to support employee performance (SOP), There are discussions with management to support employee performance (SOP). Meanwhile, for self-development indicators, do you feel that SOP can limit creativity or innovation in your work? Why or why not? According to (D) SOPs limit creativity and innovation because they must be adhered to according to procedures, except for special cases that require further discussion. So SOPs limit creativity and innovation because they must be adhered to according to procedures, except for special cases that require further discussion limits creativity and innovation because it must be adhered to according to procedures. Do you have recommendations or suggestions to improve the clarity of existing SOPs? According to Informant (D) If there are suggestions, they will be submitted by the supervisor. If approved by the director, the SOP will be revised. Likewise the opinion of (F) Suggestions for PT SRI are to improve its maintenance. The short conclusion is that PT Satu Roda Indonesia can improve the clarity of SOPs by encouraging submission of suggestions by supervisors and revising SOPs if approved by the director. As a specific suggestion to improve maintenance, companies can clarify related procedures and responsibilities in the SOP.

What do you do if you find variations in SOP implementation among your team members? According to informant (F), PT Satu Roda Indonesia is open to variations or improvisations on SOPs which they think can improve employee performance. This means being open to variations or improvisations on SOPs that are thought to improve employee performance. Do you see any room for improvement or improvement in existing SOPs to improve employee performance? answer from informant (F) There is room for improvement or enhancement of PT Satu Roda Indonesia's SOP, but data is needed to follow up on this. In contrast to informant's answer (D) that the SOP implemented so far has been running smoothly, but PT Satu Roda Indonesia needs to improve its performance, such as coordination. PT Satu Roda Indonesia's SOPs can still be improved to improve employee performance, especially in terms of coordination. To improve overall organizational performance, including through SOPs, it is necessary to do this even if the existing SOPs are working well. This could include adding steps to improve communication across the company, making coordination procedures between divisions or work units clearer, or optimizing workflows. To determine the right SOP to improve employee performance, more in-depth data and evaluation are needed.

For capability indicators with the question: Have you ever encountered a colleague who did not meet the existing SOP criteria? According to (R) Never experienced an incident that was not in accordance with what PT Satu Roda Indonesia offered. It's just that there is a delay in maintenance. Meanwhile, the opinion of (D) At PT Satu Roda Indonesia, there are employees who do not meet the SOP criteria, namely their educational level does not match the specified criteria. Therefore, training and guidance from supervision is carried out to overcome this. In conclusion, PT Satu Roda Indonesia experienced challenges in terms of maintenance delays and employees who did not meet the SOP criteria, such as inappropriate educational levels. To overcome this, training and guidance from supervision is carried out. To Improve the Results Achieved How do you handle it if your colleagues (your own team) violate the SOP rules that have been made by the company? According to informant (D) at PT Satu Roda

Indonesia, there are employees who do not meet the SOP criteria, namely their educational level does not match the specified criteria. Therefore, training and guidance from supervision is carried out to overcome this. According to (F) How do you measure the success of implementing SOPs in achieving employee performance goals and overall organizational goals? The success of implementing SOPs in achieving performance goals and organizational goals is measured through daily, weekly or monthly reports. In conclusion, the implementation of SOPs is measured through reports per day, per week or per month. As an indicator of work morale, do you involve other employees in the process of preparing or reviewing SOPs to ensure they suit user needs? The statement from informant (F) was that there was no employee involvement in the process of preparing PT Satu Roda Indonesia's SOP. And the conclusion was that there was no involvement in the process of preparing PT Satu Roda's SOP. Satu Roda Indonesia.

## CONCLUSIONS AND PRACTICAL IMPLICATION

In an analysis of the implementation of SOP at PT. Satu Roda Indonesia, several important findings can be concluded that the implementation of SOP at PT Satu Roda Indonesia has proven to be the key to increasing work efficiency and employee performance. By having clear and structured SOPs, employees have clear guidance to carry out their duties consistently and precisely. This reduces confusion and errors in the execution of daily work, which in turn increases productivity and efficiency. SOPs also play a role in ensuring that each step in the work process has been carefully thought out, thereby minimizing wasted time and ensuring that resources are used optimally. By following SOPs, employees can work more efficiently and effectively, because they have clear guidance on what is expected of them in each situation. Apart from that, SOPs also create a more organized and structured work environment. With everyone following the same procedures, collaboration between teams is smoother and coordination between departments is better. This helps reduce chaos and conflict that may arise due to lack of clarity or inconsistency in how things work. Overall, the implementation of SOPs has significantly increased work efficiency and employee performance at PT Satu Roda Indonesia. By providing clear guidance, optimizing resource use, and creating a more structured work environment, SOPs have become an effective tool in achieving company goals and improving overall work results.

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