

IMPLEMENTATION OF STANDARD OPERATING PROCEDURE (SOP) IN IMPROVING EMPLOYEE PERFORMANCE IN PT HADJI KALLA DAYA BRANCH MAKASSAR

Syarifuddin Arief

Digital Business, LP3I Makassar Polytechnic
Korespondensi penulis: syarifuddinariesf0105@gmail.com

Abdul Sahid

Public Administration, Yappi Makassar College of Administrative Sciences
Email: sahidsarome@gmail.com

Anne Abdul Rahman

Public Administration, Yappi Makassar College of Administrative Sciences
Email: anne.abdrachman@gmail.com

Abstract. *This research is stated in the Final Project which aims to determine the application of standard operating procedures (SOP) in improving employee performance at PT Hadji Kalla Daya Makassar Branch.*

The type of research used is descriptive qualitative, namely the author describes the results of observations and interviews obtained in the field. This method is a presentation of data originating from the problems faced by the company, and these problems are analyzed using an approach based on existing theories.

After analyzing data and measuring employee performance using data violations, the author concludes that PT Hadji Kalla Branch Daya Makassar has implemented standard operating procedures well, this can be seen from the increase in sales and the existence of the company that was founded in 1952 until now continues to experience problems. development.

Keywords: *Standard Operating Procedure (SOP), Employee Performance.*

Abstrak. Penelitian ini dituangkan dalam Tugas Akhir yang bertujuan untuk mengetahui penerapan standar operasional prosedur (SOP) dalam meningkatkan kinerja karyawan pada PT Hadji Kalla Daya Cabang Makassar.

Jenis penelitian yang digunakan adalah deskriptif kualitatif, yaitu penulis menggambarkan hasil observasi dan wawancara yang diperoleh di lapangan. Metode ini merupakan penyajian data yang bersumber dari permasalahan yang dihadapi perusahaan, dan permasalahan tersebut dianalisis menggunakan pendekatan berdasarkan teori-teori yang ada.

Setelah menganalisa data dan mengukur kinerja pegawai dengan menggunakan data pelanggaran, penulis menyimpulkan bahwa PT Hadji Kalla Cabang Daya Makassar telah menerapkan standar operasional prosedur dengan baik, hal ini dapat dilihat dari peningkatan penjualan dan eksistensi

perusahaan yang berdiri sejak tahun 1952 hingga sekarang. terus mengalami masalah. perkembangan.

Kata kunci: Standard Operating Procedure (SOP), Kinerja Pegawai.

INTRODUCTION

The various advances achieved today have caused many changes to occur so quickly. In the business world, business challenges are getting bigger. Attention to quality, changing conditions, economics and technological developments have caused many companies to take steps to renew management in their respective companies. One of the elements in this change is the role of humans, where in an organization, this situation encourages the management of the company to continue to improve various systems in managing human resources that broadly lead to organizational goals.

Standard Operating Procedure(SOP) is a guide used to ensure the operational activities of an organization or company run smoothly (Sailendra, 2015:11). Standard Operating Procedure (SOP) contains a series of written instructions regarding routine or repetitive activities carried out by an organization. The implementation of the Standard Operating Procedure (SOP) properly results in the smooth operation of the company's operational activities, so that the company can survive in conditions of very tight competition.

The application of a good standard operating procedure will show consistent performance results that refer to the ease with which employees work. As a result of the absence of references in carrying out many jobs, the organization does not function properly, this is because employees are confused about the work they will do next, and management does not have guidelines in making decisions so that if there is a problem or error it cannot be analyzed where The error occurred because it did not have a clear flow of guidelines.

SOPs in a company are all things related to short documents that are easy to understand and use that show action points, as well as the workflow of an organization or company. For some well-known companies, companies that already have the importance of having SOPs will provide enormous benefits for their business growth. This is also believed by PT Hadji Kalla. that will provide enormous benefits for business growth.

THEORETICAL BACKGROUND

1. Definition of Application

Implementation is an action that is carried out, both individually and in groups with a view to achieving the goals that have been formulated. According to the KBBI, implementation is implementing. Meanwhile, according to experts, application is a practice of a theory, method, and other things that will be a step to achieve certain goals and will be a form of satisfying achievement.

According to Cahyononim in JS Badudu and Sultan Mohammad Zain (2010:1487), "Application is a matter. method or result". Meanwhile, according to Lukman Ali (2007:104). "Application is practicing or pairing". Application can also be interpreted as implementation. While Riant Nugroho (2003:158), "application is in principle the method used in order to achieve the desired goal". In contrast to Nugroho, according to Wahab in Van Meter and Van Horn (2008:65), "applications are actions taken by individuals or groups that are directed at the goals that have been outlined in satisfaction". In this case the application is a result of work obtained through a method so that it can be practiced in society. Based on the opinion of the experts above,

2. Standard Operating Procedures (SOPs)

Generally, a company consists of various divisions, which have team members with different backgrounds. This can make each employee have a different interpretation in doing work in the company.

According to Sailendra, SOPs are guidelines used to ensure that operational activities or companies run smoothly. Moekijat defines SOPs more specifically, namely the sequence of steps (or work executions), in which the work is carried out. it can be concluded that standard operating procedures are an instruction system that functions to facilitate and publish work or operational activities in the company.

According to Widyawati, SOPs are documents related to procedures carried out chronologically to complete a job that aims to obtain the most effective work results from workers at the lowest possible cost.

a) The purpose and benefits of preparing SOPs

Based on the explanation of the material on Empowerment of State Apparatus (Permenpan No. PER/21/M-PAN/11/2008), the following are the objectives and benefits of standard operating procedures in general for companies or businesses:

1. Serves as standardization of the way employees do in completing certain jobs as well as minimizing errors and irregularities.
2. Helping employees become more independent and less dependent on management intervention.
3. Increase accountability by documenting specific responsibilities in carrying out work.
4. Creating standardized measures of work that can provide employees with a way to improve performance and help evaluate effort.
5. Creating training materials that can help new employees to perform their duties.
6. Provide guidelines for every employee in the service unit in providing daily services.
7. Avoid overlapping implementation of service delivery tasks.
8. Assist in tracing various procedural errors in providing services.

b) SOP Principles

Not only explaining the benefits, but also mentioning that in preparing standard operating procedures, organizations must meet several principles, namely consistency, commitment, improvement, sustainability, binding, each element plays an important role, and is well documented. Here's a full explanation:

Consistent – SOPs must be implemented consistently by all levels of the organization from time to time by anyone and under any conditions

1. Commitment – SOPs must be implemented with full commitment from all levels of the organization, from the lowest to the highest level.
2. Continuous improvement – the preparation and implementation of SOPs must be open to adjustments and improvements in order to obtain truly effective and efficient procedures.
3. Binding – SOPs must be able to bind implementation in carrying out each task in

accordance with established business standards.

4. All elements have an important role – All employees with each position or title have a certain role in each standardized procedure.
5. Well documented – All standardized procedures must be well documented so that they can be a reference for every employee who needs it.

3. EMPLOYEE PERFORMANCE

According to Syafrina, the term performance comes from the word job performance or actual performance (job performance or work performance achieved by someone). The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. One of the activities for the adjustment of employees to the existing changes is through coaching and developing new and old employees.

Rizan (2013) Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with norms and ethics.

Irawan (2000) in (Wahyuningrum, 2008) states that: "performance (performance) is the result of concrete work, can be observed, and measured". so that performance is the result of work achieved by employees in carrying out tasks based on a predetermined size and time.

There are 3 (three) key elements that must be continuously evaluated in assessing the performance of an employee and these 3 aspects are the competence aspect which includes the character, personality, and work behavior of employees and aspects of the work done (job results).

Aspects of employee competence basically this aspect aims to evaluate the ability or work behavior of an employee. Because each company has a different competency evaluation, and each company has a different vision and mission, therefore the need for employee competence will depend on the strategy and needs of the company concerned. However, there are several types of competencies that are generally used, namely:

1. The ability to solve problems (Problem Solting) the ability to solve problems in a short time and in situations under pressure is very important to overcome various obstacles encountered in the process of completing work.
2. Communication Skills The ability to communicate both with superiors and coworkers is very helpful in reducing misunderstandings and making the atmosphere in the work environment more familial and polite.
3. The ability to plan and organize (Planning and Organizing) this ability can be said to be something that is usually only possessed by those who have a leadership spirit.
4. The ability to work together in a work team (Team Work) All of the above abilities are very important for every employee to have, but if they do not have the ability to work together in a work team, then all of these abilities will feel incomplete.

RESEARCH METHODS

This research was conducted at PT Hadji Kalla Daya Makassar Branch which is located at Jalan Perintis Kemerdekaan KM. 16 No. 32 Makassar. The research time is approximately 2 months, namely from July to June 2022.

The focus of the research is the problem boundary that contains the subject matter that is still general in nature. This study focused on matters relating to the application of Standard Operating (SOP) in improving employee performance at PT Hadji Kalla Branch Daya.

The sources of data used to support this research are as follows:

- a. Primary data

Data obtained directly in the field by conducting direct observations and interviews related to the application of Standard Operating (SOP) in improving employee performance at PT Hadji Kalla Daya Makassar Branch.

b. Secondary Data

Secondary data is data obtained through written reports and the company's organizational structure, which is related to improving employee performance.

Data collection techniques used to obtain data that will be needed in writing this final project:

a. Literature Study

This data is sourced from books and scientific journals, online articles, and the official website of the company where the research is carried out, as references and literature related to the problem under study.

b. Field Study

1) Observation

Observation is a data collection technique by observing every event and event that can help or support the research conducted during the research process.

2) Interview

Researchers conducted direct interviews with the head of personnel and company employees to obtain the information needed in the study.

The data analysis used in this study is a qualitative descriptive data analysis method, namely a method with appropriate data collection, with the actual situation which aims to investigate, find one that provides a fairly clear picture of the object under study regarding the application of Standard Procedure (SOP) in improving employee performance at PT Hadji Kalla Makassar Daya Branch.

RESEARCH RESULTS AND DISCUSSION

To see the implementation of Standard Operating Procedure (SOP) on Hadji Kalla Daya Makassar Branch has done work in accordance with the SOP can be measured by violation data and absent data.

Table 4.1 Violations

NO	Type of Violation	Position	MONTH YEAR	PENALTY	JM L
1	Come too late	Sales and Staff	October/ 2021	Written warning	4
2	Coming late again and again	Staff	November/ 2021	Written warning III (third)	2
3	Not doing the job well	Sales and Staff	January/ 2022	Written warning I (first)	3

Based on Table 4.1, it can be seen that the highest type of violation is No.1 Arriving late for sales and staff positions in October 2021 with a written warning with a total of 4 people. While the lowest type of violation, namely No. 2 Repeatedly arriving late for staff positions in November 2021, the warning sanction given was a written warning III (third) with a total of 2 people.

Table 4.2 Sales Data

MONTH	YEAR	AMOUNT
May	2022	25
June	2022	30
July	2022	34
TOTAL		89

Based on table 4.2 it can be concluded that from the research conducted, with the implementation of SOP sales are increasing and the company has used the SOP well. The results of observations and interviews also show that SOPs have been socialized, implemented, shared and owned by each employee.

PT Hadji Kalla, which was founded in 1952 until now, still exists and is growing because of increased sales, profits increase and employee performance increases. Standard Operating Procedures is also defined as a written standard that is used to encourage and mobilize a group to achieve organizational goals. Likewise with PT Haji Kalla which implements work procedures for the purpose of encouraging and moving employees to achieve the desired goals. In the implementation process, the quality of work procedures must include 7 main dimensions including efficiency, consistency, error minimization, problem solving, labor protection, work maps, and defense limits.

The first major dimension in work procedures is efficiency, which is how efficient production is in doing work. According to data obtained from interviews and observations, it is said that there are still some employees who have not worked quickly this is due to several factors. The first factor is low education, because it is undeniable that education can affect a person's mindset in taking an action.

Second, consistency at PT Haji Kalla is seen from how consistent the employees are in carrying out their work. Based on the results of interviews that the consistency that has been implemented has not been maximized. As from attendance, some of those who come to work do not comply with applicable regulations and there are several employees who often come late.

Third, minimizing errors which means minimizing losses. According to the information obtained, some employees sometimes make mistakes in doing their work. In accordance with the applicable SOP, employees will be given written sanctions. However, in this case, it is still at the stage of Written Warning SOP 1.

Fourth problem solving. Based on the data obtained, conflicts between employees have also occurred. The reason is because there are many employees who work and it is certain that each individual also has a different mindset and character, especially the place of work is in the village and the people who work also come from the environment around the workplace. However, the existence of these procedures is quite helpful in controlling employees if there are differences of opinion so that it can lead to misunderstandings.

Fifth, labor protection. The protection referred to in the implementation of work protection and health insurance for employees has been stated in work procedures. Labor protection given to the need for additional work procedures related to labor safety, health insurance for employees in the company. So that the company can provide maximum responsibility and provide a sense of security regarding the protection of workers.

Sixth work map. Work maps are needed in all companies because they provide clear guidelines or guidelines for employees to work properly and correctly. With the work procedures, the work is more focused and does not spread everywhere. In addition, each employee also knows their respective duties.

Lastly, the seventh is the defensive limit. The defense limit in question is the extent to which the company provides clear boundaries for inspections from outside the company. For the defense boundary at PT Haji Kalla it has functioned well.

Each employee has understood their respective duties. But in reality there are still many employees who do work with those in the SOP a little differently. Things that are different include that there are still some employees who arrive late or not on time but there are also some employees who arrive late due to work in the field concerning the company that must be completed then there is also one employee who does not attend without asking permission or giving news to the

leadership (not coming to work for no reason).

CONCLUSION

Standard Operating Procedure(SOP) applied to PT Hajdi Kalla Daya Makassar Branch has been functioning and running well, With the implementation of Standard Operating Procedure (SOP) at PT Hadji Kalla Daya Makassar Branch, employee performance and sales are increasing. PT Hadji Kalla Daya Makassar Branch has used the SOP well and showed that the SOP has been socialized, implemented, shared and owned by each employee and has understood the SOP and made a guide on what to do in the company. However, the SOP that is owned still needs to be added several points such as the protection of workers here is still incomplete in the SOP, Based on the measurement of violation data and sales data used in this study,

SUGGESTION

1. The Standard Operating Procedure (SOP) requires an additional time limit for each work activity within the company.
2. In the case of labor protection at PT Hadji Kalla Daya Makassar branch, it is necessary to make a new Standard Operating Procedure (SOP) regarding employee safety.

REFERENCES

- Annie Sailendra. 2015. Practical Steps to Make SOPs. Trans Idea Publishing: Jogjakarta.
- Hartatik, Indah Praise. 2014. Smart Book Making SOP (Standard Operating Procedure). Yogyakarta: Flashbooks.
- Kasma, Juan, siti maryam and Gina Dwifitrina. 2012. Standard Operating Procedures (SOP) for service companies taxation. Bandung : Alfabeta, 2012.
- Rasmiati 2018, "Implementation of standard operating procedures (SOP) in improving employee performance at PT Hadji Kalla Urip Makassar Branch" Final Project.
- <http://ojs.unik-kediri.ac.id/index.php/jimek/article/view/317>(accessed June 4, 2022)
- https://www.kajian_Kemerdekaan.com/2014/01/pengertian-indikator-factor-menunjuki-kinerja.html(accessed June 17, 2022)
- <http://eprints.ums.ac.id/57262/3/BAB%20I.pdf/definition-and-understand-investment.html>(accessed July 25, 2022)
- https://learning_Pendidikanpkn.blogspot.com/2017/03/pengertian-penerapan-dan-elemen.html(accessed July 25, 2022)
- <https://extension.psu.edu/standard-operating-procedures-a-writing-guide>(Accessed on 01 August 2022)