

Analysis Of The Implementation Of Standard Operating Procedures (SOP) In The Administration Division At PT Rezeki Surya Intimakmur (PT RSI)

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Abstract

This research was conducted alongside the internship program at PT Rezeki Surya Intimakmur (PT RSI) from March 1, 2023, to June 31, 2023. The purpose of this research is to analyze the implementation of Standard Operating Procedures (SOP) at PT RSI. The research focuses on the administrative division, which handles the maintenance project for air conditioners and generators at Starbucks. PT RSI is a contracting company that collaborates with both national and international companies. Therefore, PT RSI must maintain its credibility by consistently adhering to proper SOPs. This research uses the theory from Santosa's book entitled "Understanding S.O.P. (Standard Operating Procedure)" which focuses on the seven key aspects of SOP as a reference for the study. A qualitative approach was used in this research, with in-depth interviews conducted with the interviewees. The interviews were conducted to gain a deep understanding of SOP implementation. The research involved two employees from the administrative division at PT RSI. The results show that the implementation of SOPs in the administrative division at PT RSI has been running quite well. There have been no critical errors made by employees toward clients. PT RSI has fulfilled the seven key aspects of SOP within their company. The only challenge lies in the working hours of employees who are not always available to address client complaints beyond regular working hours. This issue can be resolved by addressing client complaints the following day or during regular working hours.

Keywords: Standard Operating Procedure (SOP), Implementation, Administration.

1295

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INTRODUCTION

In the scope of a company, whether large or small scale, it cannot be separated from the existence of Human Resources (HR). The success or failure of an organization/company in its business operations is greatly influenced or determined by the HR recruited (Nawawi, 2005). Therefore, a skilled workforce is needed in their field to do a job. To support skilled workers, a clear and systematic guide or workflow is needed, commonly called the System Operating Procedure (SOP).

SOP is a document containing written instructions that regulate the working methods, locations, times, and workers involved in the office administration process (Fandy, 2010). According to Kosasih (2021), SOP is software that regulates work stages so that workers do it correctly according to company directions. SOP helps companies control policies and activities systematically and effectively, especially as the company grows. Each division has its own SOP, for example the finance division handles financial records, while HR handles employee affairs. SOP aims to minimize human error that can harm the company and threaten employee careers (Abud, 2020).

SOP is a document that explains daily operational activities with the aim that work is carried out properly, accurately, and consistently according to established standards (Kosasih, 2021). The policies that have been set must be implemented correctly by all employees so that the company's targets, both related to employees and clients, can be achieved optimally. According to Apriyanti (2014), SOP includes seven main aspects: efficiency, namely the ability to complete tasks without wasting time and resources; consistency, as a provision that can be calculated precisely; minimizing errors; solving problems with clear rules; protecting workers from potential problems; a work map that guides activities neatly; and defense limits as steps to deal with inspections from the government or clients.

Business competition is getting tighter, especially in the Outsourcing sector, where the author is doing his internship. Based on Government Regulation of the Republic of Indonesia No. 35 of 2021, an Outsourcing company is a legal entity that meets the requirements to carry out certain work as agreed with the employer company. This encourages companies to provide optimal service, both in terms of service quality and professionalism. An example of professionalism implemented by PT RSI is consistency in salary payments without delay. Clients of outsourcing companies are usually other companies that collaborate in a Business to Business (B2B) scheme, where each company has its own business standards. Therefore, the company must implement the right SOP for employees to ensure that client targets are achieved optimally. If the target

1296



is not met, there is a risk that the contract will not be extended. During a four-month internship at PT RSI, the author studied work contracts, Key Performance Indicators (KPIs), and SOP creation. The author was also involved in designing SOPs for security personnel, which was the main reason the author chose the topic of implementing SOPs in this company.

This study will focus on the administration department at PT Rezeki Surya Intimakmur (RSI), which the author chose because of the closeness factor during the internship, where the author was placed in the same room as the administrative employees. This closeness encouraged the author to make the administration department the subject of the study. At PT RSI, the administration department is divided based on the projects managed by the company, one of which is a project for Starbucks, which entrusts PT RSI to handle AC and generator maintenance in all its outlets in Indonesia. Because most of PT RSI's clients come from national to international companies, routine supervision of the implementation of SOPs by employees is important to maintain the company's image. Consistent implementation of SOPs is believed to be able to reduce errors made by employees. Based on this, the author is interested in researching the implementation of SOPs in the administration department of PT RSI and chooses the title "Analysis of the Implementation of Standard Operating Procedures (SOPs) in the Administration Division at PT Rezeki Surya Intimakmur (RSI)."

LITERATURE REVIEW

Implementation

According to the Big Indonesian Dictionary (KBBI), implementation is an action to apply something. Experts define implementation as an action to practice a theory, method, or something else to achieve a certain goal that has been well organized. Badudu J.S and Zain M (1996) stated that implementation is a way or result achieved. In other words, implementation is a way to achieve the desired result through systematic steps.

According to Usman (2002), implementation refers to a well-planned activity, not just an action, but an activity carried out to achieve a certain goal. Wahab (2008) added that implementation involves three important elements: the existence of a program being run, the target group who are the beneficiaries of the program, and the implementer who is responsible for the management, implementation, and supervision of the implementation process.



Standard Operating Procedure (SOP)

Standard Operating Procedure (SOP) is a series of actions carried out in accordance with written procedures to achieve effective results at low cost in carrying out work (Laksmi, 2008). SOP can be specifically understood as a document that contains detailed and specific methods that regulate each activity to complete tasks according to company regulations (Santoso, 2014). This procedure is designed and documented so that it can be accessed by all members of the company, so that everyone can follow the steps that have been set.

The design and implementation of SOPs aim to be a work guide for employees to carry out tasks according to established procedures. According to Indah Puji (2014), SOPs function to maintain consistent employee performance, serve as guidelines in carrying out activities, prevent errors and conflicts, and ensure that resources are used efficiently. In addition, SOPs also act as quality assessment parameters, determine the flow of tasks and responsibilities, and as documents that can be used for training and revision in the future.

Administration

According to Hasibuan (2018), administration can be viewed from three perspectives: process, function or task, and institutionalization. From a process perspective, administration includes a series of steps ranging from thinking, planning, organizing, mobilizing, to supervision, all of which aim to achieve certain results. From a functional or task perspective, administration involves activities that must be carried out consciously by individuals or groups who act as administrators or top management in an organization. Meanwhile, institutionalization refers to the implementation of rules, norms, and values accepted by all employees as guidelines for acting, interacting, and carrying out organizational activities. Liang Gie (1962) defines administration as the process of organizing cooperation between a group of people to achieve certain goals. This definition emphasizes three main elements in administration, namely involving more than one person, carried out together, and directed at achieving goals. Zulkarnain (2015) added that administration is a process of cooperation that involves many individuals and facilities, both infrastructure and funds. The greater the cooperation carried out, the more people and facilities are needed in its implementation.



RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure:

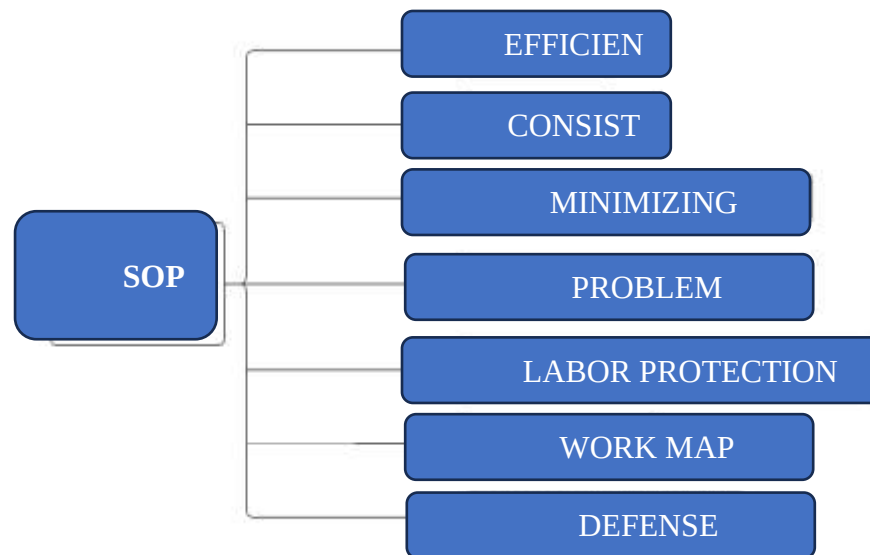


Figure 1. Research Framework

- 1) Efficiency
Efficiency means accuracy in work, not only fast but also according to the desired target. SOP is used to ensure resources work properly and reduce the possibility of loss.
- 2) Consistency
Consistency is the determination in the work process. With SOP, companies can ensure stable results and facilitate calculations, so that the importance of employee discipline is maintained.
- 3) Minimizing Errors
SOP helps reduce errors by providing systematic guidelines for employees, so that work can be done more carefully and avoid losses.
- 4) Problem Solving

SOP serves as a guide in solving problems that may arise in the company, especially in conflicts between employees, by ensuring that all parties comply with applicable regulations.

5) Employee Protection

SOP provides guidance that protects employees from liability and personal problems, maintaining boundaries between company and individual interests.

6) Work Map

SOP creates a clear work pattern, makes employees more focused and efficient in carrying out tasks, supports work discipline, and advances the company.

7) Defense Limits

SOP acts as a company's protection from external inspection by providing clear and organized guidelines, strengthening the company's position in facing evaluations.

RESEARCH METHODS

This study adopts a qualitative approach with a descriptive case study method to analyze the implementation of Standard Operating Procedures (SOP) in the administration division of PT Rezeki Surya Intimakmur, focusing on two employees, Deasy Setia Mardani and Silvia Mutiara Pertiwi, who have 6 and 3 years of experience. Primary data sources were collected through observations during internships, structured interviews with informants from the Human Resource Department (HRD) and administration employees, and analysis of related documents. Through these techniques, the study aims to gain an in-depth understanding of the effectiveness of SOP implementation and the challenges faced by employees, so as to provide a comprehensive picture of SOP implementation in the field.

RESULTS

This chapter aims to present the results of the study related to "Implementation of PT RSI Standard Operating Procedures." In an effort to collect comprehensive data, the author used several methods, including company document analysis, direct observation, and interviews with relevant informants. The selection of informants was based on their experience in the administration field, which provided valuable insights into the implementation of SOPs in the company. The selected informants were Deasy Setia Mardani, who has worked for six years, and Silvia Mutiara Pertiwi, who has three years of experience in the same division.



After collecting data through available documents, in-depth interviews with informants, and direct observation of interactions within the administration division, the author managed to obtain a clear picture of how SOPs are implemented at PT RSI. The results of this study are expected to provide a significant contribution to the understanding of the implementation of effective operational standards, as well as help identify areas that need improvement to improve overall organizational performance.

SOP Used in the Administration Division at PT RSI

PT RSI implements various SOPs according to the functions of each division. One of the SOPs raised in this study is the SOP for PT RSI's project administration in collaboration with Starbucks Indonesia to handle AC and Genset maintenance in all Starbucks outlets. This SOP is designed to provide work guidelines for administrative staff involved in the project, with the aim of ensuring smoothness, consistency, and efficiency in carrying out project administration tasks.

The Project Administration SOP covers several things, such as project document management, coordination with the project team, archiving, and budget monitoring. Administrative staff are responsible for receiving, storing, and archiving project documents including contracts, correspondence, reports, and technical specifications. In addition, they also ensure the distribution of documents to related parties according to project needs.

In terms of coordination, administrative staff are required to maintain effective communication with the project manager and other team members. Tasks such as preparing agendas, managing project activity schedules, and coordinating purchasing and procurement are also included in the responsibilities of administrative staff. All schedule changes must be immediately communicated to the team to maintain smooth operations. Monitoring the project budget is another important task for administrative staff. They must record every project expenditure, prepare monthly reports, and ensure that payments to vendors are made on time according to the contract. If there is a budget deviation, they must immediately report it to the project manager for further action.

This SOP also emphasizes the importance of documentation and periodic evaluation. Every six months, the SOP will be evaluated and revised if necessary, to ensure relevance to evolving operational conditions. Complete documentation is an important reference in audits and future references.

1. Implementation of Standard Operating Procedures (SOP) at PT RSI



Based on an interview with Deasy Setia Mardani, an administrator in the Starbucks division under PT RSI, it is known that PT RSI is an outsourcing company that has been established for a long time and has collaborated with various large companies. One of the significant partners is Starbucks, where Deasy acts as an administrator. PT RSI has succeeded in expanding its network with various companies thanks to its experience and good reputation in the outsourcing field. Deasy emphasized the importance of implementing Standard Operating Procedures (SOP) to maintain work standards and ensure that every process runs according to expectations. Strong cooperation between PT RSI and its client companies, such as Starbucks, is highly dependent on the successful implementation of SOPs in every aspect of operations.

The importance of Standard Operating Procedures (SOPs) cannot be ignored in every business, especially for companies that have been operating for a long time like PT RSI. Every company has an SOP designed based on its operational needs and strategic goals, as does PT RSI which has adopted SOPs to clarify workflows and support internal and external collaboration. The implementation of SOPs aims to ensure consistent work standards, operational efficiency, and business sustainability. PT RSI, with its long experience, has built flexible and adaptive SOPs, allowing employees to adjust to situational needs without neglecting the company's basic principles. However, this flexibility also becomes a challenge when team members do not always comply with procedures with discipline, which can hinder smooth operations.

The results of the study through interviews and observations showed that although SOPs at PT RSI have been implemented since the company began operating, not all SOPs are running optimally. In the administration division, the implementation of SOPs is going well, especially because this division is the main liaison between the company and clients. Good performance in the admin field is an important key in maintaining relationships with partners such as Starbucks. However, in the field, especially for employees who interact directly with clients, the implementation of SOPs has not been fully effective. Problems such as communication outside of working hours that are not expressly regulated in the SOP often lead to disagreements, which have the potential to cause conflict and reduce operational efficiency. This obstacle is one of the areas that need to be improved by PT RSI to improve the quality of SOP implementation across departments.



DISCUSSION

In discussing the research results on Standard Operating Procedures, the researcher will focus on seven main aspects of SOP based on Joko Dwi Santosa's theory in his book 'Better Understanding SOP (Standard Operating Procedure), 2014'. The seven aspects include: Efficiency, Consistency, Error Reduction, Problem Solving, Worker Protection, Work Map, and Defense Limits.

1) Efficiency

Efficiency refers to the proper execution of tasks without wasting time, energy, or costs in vain. In the context of effective SOPs, efficiency is an important indicator because it reflects the accuracy and precision in the work process. According to Joko Dwi Santosa's theory (2014), Standard Operating Procedures must be designed to ensure that each task is carried out carefully and on target, not just quickly. SOPs that prioritize efficiency help companies achieve their goals optimally. At PT RSI, efficiency is the focus in implementing SOPs to maximize productivity and minimize waste of time and resources.

Flexible SOPs at PT RSI provide convenience for division members, increasing productivity. However, this flexibility can also be a challenge if not accompanied by discipline. Some division members sometimes abuse the flexibility given, so that work becomes inefficient and productivity decreases. Therefore, the company needs to ensure that the existing flexibility is balanced with proper supervision and understanding from employees. Routine evaluation and performance monitoring through weekly meetings are used to continuously improve SOPs, so that they remain relevant and support the expected efficiency.

2) Consistency

Consistency in the implementation of SOPs is important to ensure that all work activities are carried out in a disciplined and orderly manner. According to Joko Dwi Santosa's theory (2014), consistency is a measure of order in the implementation of organizational activities, which involves high discipline from all parties. Without consistency, company goals are difficult to achieve because there are no implementation standards that are followed carefully. SOPs must be implemented with a consistent level of discipline over time, so that the quality and results of work can be maintained.

At PT RSI, consistency in the implementation of SOPs has been maintained since the company was founded, ensuring that every employee can carry out their duties in accordance with applicable regulations. Regular meetings and monitoring

1303



of customer reviews are ways to ensure that SOPs are implemented in a disciplined manner. However, if a violation of discipline is found, sanctions in the form of reprimands are applied to ensure that every member of the organization remains consistent in carrying out their duties according to the SOP. This approach is considered effective in maintaining service quality, which is very important for the company's progress.

3) Minimizing Errors

SOPs are designed to minimize errors by providing clear guidance for every member of the organization. According to Joko Dwi Santosa (2014), minimizing errors is one of the main indicators of SOP success, because uncontrolled errors can have serious consequences for the company. With systematic procedures, SOPs help reduce the potential for errors in various work areas. This makes SOPs an essential tool for maintaining smooth company operations.

At PT RSI, weekly evaluations and daily monitoring are implemented to review the implementation of SOPs and identify areas that need improvement. This procedure ensures that errors in implementing SOPs can be immediately corrected before they have a wider impact on company operations. By minimizing errors, the company is able to maintain its reputation and ensure that operational activities run smoothly without significant obstacles.

4) Problem Solving

SOPs also act as a guide in solving problems that may arise during the implementation of work. According to Joko Dwi Santosa (2014), problem solving is an important indicator in SOP implementation, because conflicts or obstacles in work can occur at any time. A well-structured SOP will help the company handle problems with a systematic approach, reduce the risk of escalation and ensure fair and timely resolution.

At PT RSI, SOPs include rules for resolving problems, including sanctions and termination policies if necessary. These rules provide a clear framework for the company in dealing with problems, creating a sense of responsibility among employees to avoid conflict. This structured problem-solving process allows the company to continue operating stably and reduces the risk of operational disruption.

5) Workforce Protection

Workforce protection is one of the important elements regulated in the SOP to ensure employee safety and welfare. According to Joko Dwi Santosa (2014),

1304



SOPs that include workforce protection provide assurance that the company has considered safety risks in daily work activities. Existing standards are expected to minimize work accidents and protect employees from risks that may arise while carrying out their duties.

At PT RSI, the SOP has included comprehensive safety rules, including the use of personal protective equipment during the pandemic such as masks. In addition to urgent protection, the SOP also ensures that employees are protected from long-term risks that may arise in their work. Good implementation of SOPs is expected to provide a sense of security for employees and increase their trust in the company, so that productivity can be maintained.

6) Work Map

A work map is a clear picture of the workflow that must be followed to ensure that work is carried out with focus and systematically. According to Joko Dwi Santosa (2014), a well-prepared work map is the key to ensuring efficiency and discipline in carrying out tasks. By mapping each work step, the company can ensure that all employees follow the same procedure, avoiding confusion and irregularities.

At PT RSI, the work map set out in the SOP not only includes the workflow, but also core values such as honesty, enthusiasm, and family. The application of these values in daily activities is expected to increase employee morale and ensure that work is carried out according to established standards. Mrs. Desi, one of the employees, stated that the SOP is very helpful in ensuring that every task is carried out properly and according to the rules.

7) Defense Limits

Defense limits in SOPs function as a company's protection from external interference. According to Joko Dwi Santosa (2014), a good SOP must be able to act as a fortress of defense, ensuring that every company activity is protected from unwanted external interference or inspection. A clearly structured SOP helps the company maintain operational stability and prevent sudden changes that can be detrimental.

At PT RSI, supervision of discipline in implementing SOPs is an important step in maintaining the company's defense. By implementing SOPs consistently, the company can ensure that all internal processes are protected from potential external interference. In addition, regular evaluations are conducted to ensure that SOPs remain relevant and effective in protecting the company's interests.

1305



CONCLUSION

This study discusses the implementation of Standard Operating Procedures (SOP) at PT RSI using document collection, observation, and internal interview methods. The main objective of this study is to understand how SOPs are implemented in the company's operations. Based on the results of the study, SOPs at PT RSI function as important guidelines in organizing operational activities to run more efficiently and structured. SOPs cover seven main aspects, namely efficiency, consistency, error reduction, problem solving, labor protection, work maps, and defense boundaries, which play an important role in maintaining the quality and stability of the company's operations.

Although SOPs have been widely implemented, several challenges in implementation remain, especially in terms of consistency in their implementation by employees. PT RSI has conducted regular supervision and evaluation to ensure that SOPs are implemented properly and efficiently, so that they can support the company's goals in improving service quality and organizational efficiency. This ongoing evaluation is important so that SOPs remain relevant and effective in meeting the company's operational needs.

RECOMMENDATION

The authors provide recommendations based on the research findings to improve the effectiveness of SOP implementation in companies. One of the main suggestions is to conduct periodic performance evaluations to identify areas where employees have not met the standards. In addition, the authors suggest conducting retraining for employees regarding SOPs so that all employees understand the importance of following existing procedures and are aware of the consequences of violations. Creating open communication in the workplace is also considered important to ensure that employees feel comfortable asking questions or reporting difficulties they face.

Other recommendations include encouraging a whistleblower policy by providing protection and rewards to employees who report violations, as well as enforcing consistent discipline for those who do not comply with SOPs. In addition, SOPs need to be reviewed and updated periodically to remain relevant and practical. With consistent implementation, it is hoped that employees can better understand and follow SOPs, which will ultimately improve the efficiency and quality of work in the company.



RESEARCH LIMITATIONS

This study has several limitations that should be considered. First, the data collection methods, which included document analysis, observation, and internal interviews, may have been limited by the availability and accuracy of the information provided by the company. Additionally, the focus on a single company, PT RSI, limits the generalizability of the findings to other organizations or industries. Furthermore, the study primarily relied on internal stakeholders, which could introduce potential bias in the responses and observations related to the implementation of SOPs. Future research could address these limitations by incorporating a larger sample of companies and gathering data from external sources to provide a more comprehensive analysis of SOP implementation.

MANAGERIAL IMPLICATIONS

The managerial implications of this study highlight the need for continuous oversight and improvement of Standard Operating Procedures (SOPs) at PT RSI to enhance operational efficiency and service quality. Managers should prioritize regular performance evaluations and ensure employees are consistently trained and retrained on SOP adherence. Furthermore, fostering an open communication environment and implementing a whistleblower system can help identify and resolve procedural issues early. By periodically reviewing and updating SOPs, management can ensure that these guidelines remain relevant and practical, supporting the company's long-term goals of improving organizational performance and maintaining high service standards.

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