

# ANALYSIS OF THE IMPLEMENTATION OF STANDARD OPERATIONAL PROCEDURES (SOP) IN BCD COMPANIES

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## Abstract

This study aims to analyze the implementation of Standard Operating Procedures (SOP) in BCD Company, identify the obstacles faced and propose solutions to improve organizational performance. Using qualitative descriptive methods, data collection was carried out through direct observation, literature studies, documentation and in-depth interviews with employees directly involved in the company's operations. The results show that although SOPs already exist in BCD Company, their implementation is still less than optimal. The main challenges faced are limited staff understanding of existing SOPs, lack of comprehensive socialization and training, and unclear procedures for certain situations. In addition, inconsistent evaluation and monitoring result in some procedures being forgotten or incorrectly followed, resulting in inefficiencies and inconsistencies in the organization. Address these issues, periodic evaluation of SOP implementation is recommended to ensure compliance and identify gaps. A comprehensive training program should be developed to improve employee understanding of SOPs and their importance in ensuring operational efficiency, accuracy and consistency. In addition, fostering a culture of continuous feedback and collaboration among employees is also recommended as a way to refine and improve SOPs. By addressing these challenges systematically, BCD Company can maximize the effectiveness of its SOP implementation. This will not only improve operational efficiency but also contribute to better overall organizational performance, ensuring that the company achieves its strategic goals more effectively.

**Keyword:** Company performance, Standard Operating Procedure, BCD Company

## 1. Introduction

The importance of implementing standard operating procedures (SOPs) in organizations and institutions to improve service quality and work efficiency. Standard Operating Procedures (SOPs) provide clear instructions to employees on how to carry out their duties and responsibilities, thereby reducing confusion and reducing errors that can occur in the work process. In organizational management, standard operating procedures (SOPs) are important documents that contain written instructions explaining how to perform a particular process or activity to ensure that each task is carried out consistently and efficiently and meets the standards set by the organization. In its implementation, Standard Operating Procedures (SOP) are not only documents but also management tools that are very important for achieving overall organizational goals (Subandi et al., 2024).

Increasing work efficiency is the main benefit of implementing standard operating procedures (SOP). In a large organization like a Company, where many staff have different backgrounds and understandings, standard operating procedures (SOPs) can be an important tool to ensure that perceptions and actions among staff are the same. Organizational regulations are made in a more appropriate structure, namely standard operating procedures (SOP). All organizations definitely have a vision and mission to achieve, both short and long term. This vision and mission will definitely have an impact on all members of the organization, because everyone must move forward to achieve it. To achieve this, organizations need appropriate rules, techniques and frameworks, which is where standard operating procedures (SOPs) work (Ageng Saepudin Kanda & Serlia Ramadhani Putri, 2023).

Standard Operating Procedures (SOP) ensure that operational activities are well controlled and monitored. Implementing SOPs that comply with regulations supports optimal performance because employee operations run in harmony. Every agency needs guidelines to carry out the duties and functions of each unit. Without clear guidelines, task execution can become inconsistent. Therefore, SOPs are an important requirement for organizations (Pratama & Permatasari, 2021).

Continuous monitoring and evaluation is critical to the successful implementation of SOPs. Without supervision, employees tend to violate or ignore procedures. Effective monitoring mechanisms are needed to ensure employee compliance. Employee work effectiveness, as a valuable asset, determines the achievement of organizational or company goals (Ningrum & Budiani, 2023).

Adequate infrastructure and technology are needed for implementing SOPs in companies. Digital systems, such as management and information applications, help employees access SOPs, report and monitor work, increasing efficiency and making evaluation easier. In the digital era and intense competition, improving employee performance is the key to achieving organizational goals. This requires identification of skills needs, relevant training, regular evaluation and management support. However, obstacles such as limited resources and digital infrastructure still exist. Digital skills development must be a priority to support work transformation. SOPs must function as dynamic instruments that can be updated as needed (Aprilia & Nirmalasari, 2024).

Based on the results of observations in the field that researchers conducted at BCD Company, researchers found problems with the implementation of standard operating procedures (SOP) in carrying out work processes, where employees did not understand the

applicable standard operational procedures. This can cause risks in inefficient and effective work processes.

Based on the results of short interviews conducted by personnel employees regarding standard operating procedures (SOP). Participants stated the following "The company's standard operating procedures (SOP) exist but do not run smoothly, due to a lack of understanding for each employee" and "There is no socialization or training regarding standard operating procedures (SOP) for each employee."

In this study, researchers conducted pre-research by distributing questionnaires to 20 BCD Company employees. This pre-research was used by the author to gain views regarding the standard operating procedures (SOP) existing in the relevant agencies from employees. The results of this pre-research are as follows

Pre-Research results show that of the total of 20 respondents taken as samples, 10% answered "Strongly Agree" and 15% answered "Agree" 10% answered "Neutral" 35% answered "Disagree" 30% answered "Strongly Disagree" when asked questions about whether employees received socialization or training on standard operating procedures (SOP). From the results of this pre-research, it shows that many respondents in this questionnaire still disagree. This is in accordance with the results of observations made by the author during the author's observations.

Pre-research results showed that of the 20 respondents, only 10% answered "Very Important" and 25% "Important," while 35% answered "Not Important" and 25% "Very Not Important" regarding the importance of understanding SOPs. This shows that there are still many respondents who do not realize the importance of SOPs in organizations. In fact, SOPs are very important to increase efficiency, reduce the risk of errors, ensure compliance, and provide clear guidance for employees to speed up workflow and increase productivity (Rahmawati & Suryana, 2024).

Research by Golu et al. (2024) shows that even though SOPs have been implemented, their implementation has not been effective. This causes the processing of public letters to be slow due to delays, procedural inconsistencies and lack of information. To overcome this problem, consistency and efficiency are needed so that SOPs can function optimally as work guidelines in improving employee performance. Well-executed SOPs will help speed up workflow and minimize the risk of errors.

Previous research, such as Dwi Putra & Rani (2022), discusses the implementation of SOPs with different approaches. In their study, they implemented SOP implementation in the Administration Department of PT Bumen Redja Abadi using qualitative methods. Data was collected through interviews with department heads and two administrative employees to identify obstacles and solutions to implementing SOPs. Various similar studies show that the successful implementation of SOPs does not only depend on the document itself but also on training, outreach and regular evaluation involving all elements of the organization.

This research discusses the implementation of SOPs in the BCD Jakarta company using qualitative methods with observation, interviews and documentation. The aim is to complement previous research by analyzing the effectiveness and efficiency of implementing SOPs in the company. This analysis is important for improving operations, reducing errors, and supporting innovation through accurate feedback. Based on these problems, this research

is entitled "Analysis of the Implementation of Standard Operating Procedures in BCD Companies."

## **2. Literature Review**

### **2.1 Standard Operating Procedure**

Standard operating procedures (SOP) are guidelines or references for carrying out tasks in accordance with the functions and performance assessment tools of government officials based on technical, administrative, and procedural indicators in accordance with the work procedures, work procedures, and work systems of the relevant work unit (Pratama & Permatasari, 2021).

Standard operating procedures (SOP) when freely translated into Indonesian are standard operating procedures. In Permenpan RI No. Per/21/M.PAN/11/2008 and Permepan-RB RI No. 35/2012, SOP is defined as a series of standardized written instructions regarding various processes of organizing organizational activities, how and when to do them, where and by whom.

In general, standard operating procedures (SOPs) describe the work steps (systems, mechanisms, and internal work procedures) required to complete a job and achieve the desired goals. Standard operating procedures (SOPs) are documents or instruments that contain effective and efficient operating processes and procedures based on established standards. This management instrument is created to ensure that the service process in all work units can be controlled and run according to standards (Sofyan et al., 2020).

Standard Operating Procedures (SOP) are the foundation of organizational management that provide detailed instructions for completing tasks effectively and efficiently. SOPs serve as a communication tool to unify the organization's vision and mission and ensure consistent work execution. In addition to increasing productivity, SOPs also help achieve company goals. The main purpose of SOPs is to manage company activities systematically, control functions, and achieve goals in full (Aryani, n.d.). SOPs are increasingly important in a complex and competitive world to ensure clear and directed operations for sustainable success.

### **2.2 Benefits of Standard Operating Procedures**

Standard Operating Procedures (SOP) are written rules that explain what to do, when, where, and by whom to ensure the smooth implementation of activities by employees without disrupting organizational performance (Sofyan et al., 2020). Based on Permenpan No.PER/21/M-PAN/11/2008, SOP has many benefits for organizations, including:

1. As a standardization of the way employees complete specific work, reducing errors and omissions.
2. Standard operating procedures help staff become more independent and not dependent on management intervention, thus reducing leadership involvement in the implementation of daily processes.
3. Increase accountability by documenting specific responsibilities in carrying out tasks.
4. Create standard performance measures that will provide employees. Concrete ways to improve performance and help evaluate the efforts that have been reviewed.
5. Create training materials that can help new employees to quickly perform their duties.
6. Demonstrate performance that the organization is efficient and well-managed.

7. Provide guidelines for each employee in the service unit in carrying out daily service delivery.
8. Avoid overlapping implementation.
9. Help trace procedural errors in providing services. Ensure the service process continues to run in various situations.

### **2.3 Function of Standard Operating Procedure**

Standard Operating Procedures (SOP) have a very important role in ensuring consistency, efficiency, and quality in the implementation of various activities in an organization. Function of Standard Operating Procedure there are :

1. Maintain consistency in carrying out work procedures
2. Become a tool to train and measure employee performance
3. Minimize errors in carrying out work
4. Save time because all work procedures have been compiled in written documents

### **2.4 Purpose of Implementing Standard Operating Procedures**

The general purpose of creating standard operating procedures (SOPs) is to create certainty of rules that must be implemented and adhered to with commitment to achieve consistent, consistent, and systematic performance. Here are some of the objectives of standard operating procedures (SOPs) according to (Agustina, n.d.):

1. The ability of employees to maintain consistency in execution of a work procedure.
2. Avoiding mistakes, doubts, duplication, and inefficiencies.
3. Facilitating the control process in every work process.
4. Knowing the functions and roles of each job.
5. Providing information or clarity about the process flow of work, authority, and responsibilities in working.
6. Providing information about the documents that are needed in a work process.
7. Guiding employees to be disciplined in their work.
8. As a guideline in performing routine tasks.
9. Determine a written, systematic, and consistent work pattern so that all parties involved, both internally and externally, can understand it.

### **2.5 Aspects of Preparing Standard Operating Procedures**

In creating Standard Operating Procedures (SOPs), it is important to consider several aspects, as expressed by Rahman & Nur (2023). The operational environment of the organization, both internal and external, plays a crucial role; internal factors include the organizational structure and facilities owned, while external factors include community demands and relationships with other parties. Government policies must also be followed by all institutions, both private and government, including laws and regulations that can affect operational activities. In addition, the needs of the organization related to changes in structure and facilities must be considered, as well as the needs of stakeholders who focus on service and output. Finally, organizational policies must comply with the procedures in each work unit so that all activities run according to organizational goals.

### **2.6 Obstacles in the Preparation of Standard Operating Procedures**

According to Wafiq (2022), the process of preparing standard operating procedures (SOPs) often faces various obstacles. First, internal problems within the organization can hinder the implementation of SOPs. For example, a leadership style that is not in accordance

with the organizational environment, an overly complex structure, and a complicated way of coordinating projects can cause difficulties. In addition, an unsupportive organizational culture, such as a tradition of getting things done, also contributes to this challenge.

Second, there are operational obstacles in implementing SOPs, especially due to the diversity of service users. Changing user needs and expectations make it difficult to design procedures that can accurately predict their responses. This adds to the complexity of formulating SOPs that are effective and responsive to all types of users.

Finally, managerial and personal challenges also affect the SOP preparation process. Unclear organizational goals and visions, as well as ineffective policies and regulations, can hinder management efforts. In addition, personal obstacles often come from individuals who do not understand the purpose of SOPs or who believe that implementing them will complicate their work. All of these factors need to be considered and overcome so that SOP preparation can be effective and provide maximum benefits to the organization.

## **2.7 Standard Operating Procedure Indicators**

Standard Operating Procedures (SOP) indicators are important criteria used to evaluate the effectiveness and efficiency of the implementation process in an organization and ensure that every step taken is in accordance with the objectives and standards that have been set. SOP standards according to (Aldi, 2022), include:

1. Simplicity and clarity. Standardized procedures must be easy to implement and understand by all staff, even those who are completely new to their jobs.
2. Effectiveness and efficiency. During the process of carrying out tasks, standardized procedures must be the most effective and efficient procedures.
3. Alignment. Standard operating procedures must be in accordance with other related standard procedures.
4. Measurability. The results of standard procedures contain quality standards or standard quality standards whose success can be measured.
5. Dynamic. Standard operating procedures must be able to be quickly adjusted to the needs for improving the quality of service that develop during government administration operations.
6. Legal compliance. The regulated procedures must comply with applicable laws and government regulations.
7. Legal certainty. Leaders must establish regulated procedures as legal products that are followed, implemented, and used to protect implementers or staff from potential lawsuits

## **2.8 Previous Research**

Research related to the implementation of standard operating procedures has been widely conducted by previous researchers, one of which is Hudayana (2021) who conducted research on the Evaluation of Policies on Standard Operating Procedures for Government Administration in the Regional Secretariat of Tasikmalaya Regency. Based on this research, it was found that the implementation of Standard Operating Procedures for Government Administration in the Regional Secretariat of Tasikmalaya Regency had not achieved all the expected goals because there were several obstacles to achieving results in accordance with policy objectives. Therefore, an evaluation of policy implementation is needed.

In 2022, Hasanah also conducted research on Increasing the Efficiency and Effectiveness of Standard Operating Procedures (SOPs) with an Integrated Digital Technology Approach to the Legal, Personnel, and Governance Functions (HKTL) of LLDIKTI Region VI. Resulting in a new SOP for determining the in passing of non-PNS lecturer ranks, changes to the recapitulation of the submission system, and suggestions for file management for storing SK in passing documents using Google Drive. Thus, several processes can be synchronized to increase the efficiency and effectiveness of this SOP.

Golu (2024) conducted a study on the Analysis of the Implementation of Standard Operating Procedures (SOP) in Improving the Effectiveness of Employee Performance at the Ma'u District Office, Nias Regency, which found the answer Although SOPs have been implemented, they are not yet effective in accordance with the existing SOP for Administrative Services in carrying out duties and responsibilities. As a result, the processing of letters by the community takes a long time. Inconsistencies, inconsistencies, inconsistencies with existing procedures, and limitations and limitations of information are obstacles in this regard. To maximize existing work, consistency and efficiency are very important in implementing SOPs. This is because SOPs function as guidelines or stages in existing work to improve employee performance.

### **3. Material and Method**

#### **3.1 Time and Place of Research**

This research was conducted for 4 months starting from September 2024 to December 2024. The location of the research was conducted at a BCD Company located in Jakarta. In the field of personnel. The reason the researcher chose this location was because the researcher observed the phenomena that occurred in the institution, with the aim of investigating and analyzing the implementation of standard operating procedures (SOP) in the company.

#### **3.2 Design Study**

This research uses qualitative research methods. According to (Tahir et al., 2023) qualitative research is a science that uses a qualitative approach to study social phenomena or human behavior from a deep and complex perspective. The methodology of qualitative research focuses on gaining a deep understanding of the context, meaning, and experiences of the research subjects. This methodology not only focuses on quantitative and statistical data, but also considers qualitative elements such as opinions, perceptions, values, and cultures that influence the phenomena being studied. Case studies are strategic research that examines programs, events, process activities, or a group of people. This is one of the most commonly used types of qualitative approaches.

Case studies become useful when someone or a researcher wants to understand a problem or situation thoroughly and when one can identify cases rich in information. This is because a significant problem can be studied through several examples of phenomena and usually in the form of questions (Assyakurrohim et al., 2023).

#### **3.3 Data Sources and Research Samples**

This study uses primary and secondary data. Primary data is obtained directly from the source, such as interviews, observations, and documentation (Kaharuddin, 2021). Researchers collect primary data through pre-research with Google Forms distributed to BCD company employees, as well as conducting observations and in-depth interviews to identify problems in

implementing standard operating procedures (SOPs). Secondary data used to support the analysis comes from journals, books and related reports, namely information collected from other relevant sources (Harahap & Tirtayasa, 2020).

In this study, the researcher used a purposive sampling technique, namely a non-random sampling method that selects participants based on certain criteria that are relevant to the research objectives (Lenaini, 2021). The sample selection criteria include HR employees of the BCD company who have worked for at least 2 years and are involved in implementing standard operating procedures (SOPs).

Information from this sample is expected to provide a clear picture of the implementation of SOPs. The researcher selected 4 employees who were considered eligible to be interviewed to collect data to support this study.

**Tabel 1 Qualitative sample size**

Sumber: (Njie & Asimiran,2014)

<i>Basic Study Type</i>	<i>Rule of Thumb</i>
<i>Ethnography</i>	<i>30-50 interviews</i>
<i>Case Study</i>	<i>At least one, but can be more</i>
<i>Phenomenology</i>	<i>Six participants</i>
<i>Grounded Theory</i>	<i>30-50 interviews</i>
<i>Focus Groups</i>	<i>Seven to ten per group or more groups per each strata of interest</i>

### 3.4 Data Analysis

This study collects information directly from the original source using primary and secondary data collection methods.

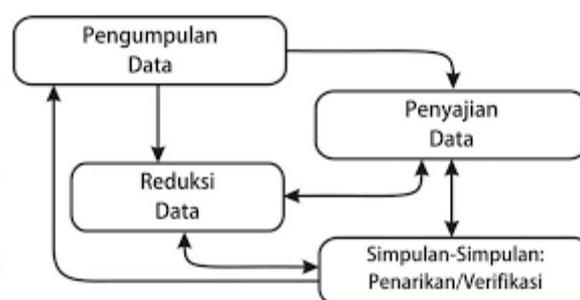
Primary data was obtained through interviews, observations and documents. Interviews were conducted with 4 informants who worked in the personnel department of the BCD company, had at least 2 years of experience and participated in the implementation of standard operating procedures (SOP). The structured interview method was used, where researchers asked the same questions to each respondent to gain a deeper understanding of their opinions and experiences (Sutikno et al., 2021).

Observations were conducted to directly observe activities and behaviors that were relevant to the research, in order to understand the phenomena being studied. In addition, documents function to collect and analyze data from written sources that support the results of interviews and observations.

Secondary data was collected through sensors, namely collecting information from books, journals, and previous research (Ulfah et al., 2022). This method is used to complement primary data by analyzing theories related to the research topic.

Data analysis methods are systematic processes for organizing, processing and interpreting data collected in order to draw appropriate conclusions. This data usually comes from observations, interviews, and documents that describe the experiences and opinions of individuals or groups. Qualitative data analysis aims to understand the meaning of phenomena, explore social contexts and reveal new patterns or themes (Saleh, 2017). The data analysis process consists of several stages:

1. Data Collection: Researchers collect information from informants through observation, documentation, and interviews, which are recorded in two parts: descriptive notes and reflective notes.
2. Data Reduction: At this stage, researchers summarize and select important information from the data collected, facilitating additional data processing (Jaya, 2020).
3. Data Presentation: The reduced data is arranged in a systematic and easy-to-understand report, helping researchers understand the research results.
4. Conclusion Drawing: Conclusions are drawn to ensure the meaning of the data, based on the analysis of findings from observations and interviews. The ultimate goal of data analysis is to draw clear conclusions and find patterns and cause-and-effect relationships.



**Figure 1.** Data Analysis Components

#### 4. Result

To understand the implementation of standard operating procedures (SOP) in the HR department, the researcher conducted observations, interviews, literature research and documentation. During the interview, the researcher prepared questions to be discussed with four relevant participants. The participants provided answers regarding their perceptions of the implementation of SOP in the BCD company. The purpose of this interview was to collect direct data regarding the implementation of SOP, as well as the challenges and efforts made in the work process. Here are the responses from the participants:

##### 1. Implementation of Standard Operating Procedures (SOP) in BCD Company

The company's work processes are managed by an HR system that includes data management, performance evaluation, and employee development and training. The implementation of standard operating procedures (SOPs) is essential to ensure efficiency and compliance with policies. Observations show that the company's personnel procedures have been implemented, but there are several aspects that need to be improved. These results are consistent with the responses of the interviewees. The following are the results of interviews regarding the implementation of employee SOPs in the BCD company:

**Table 2. Implementation of Standard Operating Procedures (SOP) in BCD Company**

<b>Participant</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Interview Results</b>	In general, the implementation of standard operating procedures (SOP) has been implemented. However, there are still some that require further adjustment.	Standard operating procedures (SOP) in the personnel department exist, but there are times when not all employees always comply. This may be because there are differences in understanding or a lack of awareness of the importance of following procedures.	The implementation of standard operating procedures (SOP) was not communicated clearly to employees, resulting in misunderstandings in implementation.	Emphasizing that the supervision of implementation is not strict enough, even though standard operating procedures (SOP) have been established, the lack of consistent supervision can result in it not being implemented optimally.

2. Obstacles in the Implementation of Standard Operating Procedures (SOP) in Daily Implementation at BCD Company.

One of the main obstacles in BCD Company is the lack of employee understanding of standard operating procedures (SOPs). Some employees do not fully understand the procedures, and socialization of changes to SOPs has not been effective. New policies are often not conveyed thoroughly or are not supported by adequate training, so employees are confused in their implementation. In addition, the lack of supervision of policies, especially those related to performance evaluation and discipline, causes inconsistency. The following are the results of interviews with personnel participants in BCD Company:

**Table 3. Obstacles in the Implementation of Standard Operating Procedures (SOP) in Daily Implementation at BCD Company.**

<b>Participant</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Interview Results</b>	Lack of socialization of changes in standard operating procedures (SOP) to employees is one of the biggest obstacles. Policy changes are often not communicated well, leaving employees confused about what they should do.	Lack of commitment from some employees to adhere to existing procedures is a major constraint in the application of standard operating procedures (SOPs) of employment. Although standard operating procedures (SOPs) exist, not all employees feel encouraged to adhere to them	Current standard operating procedures (SOPs) are not yet strict and do not always match the conditions in the field. Standard operating procedures (SOPs) must be adjusted to be more relevant and flexible to the dynamics of daily work in the personnel department.	There has been no consistent monitoring and evaluation of the implementation of Standard Operating Procedures (SOP). Due to the lack of management oversight, some policies are not implemented properly.

3. Solutions to Improve the Implementation of Standard Operating Procedures (SOP) in BCD Companies.

Solutions to improve the implementation of standard operating procedures (SOPs) in the personnel department include increasing socialization, employee training, flexibility of procedures, and better supervision and evaluation. It is hoped that these steps can improve employee compliance and understanding of SOPs. The results of interviews with four participants provide information on solutions to improve the effectiveness of personnel SOPs in BCD companies. The following is a summary of each participant's opinion:

**Table 4. Solutions to Improve the Implementation of Standard Operating Procedures (SOP) in BCD Companies..**

<b>Participant</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Interview Results</b>	Companies conduct regular socialization sessions regarding new standard operating procedures (SOPs) and changes that have been made. Clear and regular communication can help employees understand existing policies and procedures, making it easier for them to comply with standard operating procedures (SOPs).	The importance of regular training for employees, especially for new employees. By providing adequate training, employees will be better prepared and understand the applicable standard operating procedures (SOPs), and can apply them in their daily work.	Standard operating procedures (SOPs) must be adjusted to be more flexible and in accordance with real conditions in the field. Inappropriate standard operating procedures (SOPs) can hinder the implementation of tasks, so it is recommended that employees be involved in the process of developing and revising standard operating procedures (SOPs) to be more relevant.	The company improves the monitoring and evaluation system for the implementation of standard operating procedures (SOPs). To form an internal audit team that periodically conducts inspections and provides feedback on the implementation of standard operating procedures (SOPs) so that problems that arise can be handled immediately.

**5. Discussion**

## **5.1 Implementation of Standard Operating Procedures (SOP)**

Standard Operating Procedures (SOPs) are essential guidelines that ensure the smooth running of an organization's operational activities. SOPs provide step-by-step instructions for carrying out tasks efficiently and effectively, and serve as a long-term investment that affects various operational aspects.

Research shows that the implementation of SOPs in the personnel department of BCD Company has shown progress, but is still less than optimal. Interview results with participants indicate a gap between SOP documents and daily practices, as well as organizational needs that have not been fully met.

On the human resources side, not all employees comply with SOPs due to a lack of understanding and effective socialization, resulting in misunderstandings. These factors are the main causes of non-compliance with established procedures.

## **5.2 Obstacles in the Implementation of Standard Operating Procedures (SOP) in Daily Implementation.**

Lack of understanding and awareness of the importance of Standard Operating Procedures (SOP) is a major obstacle in BCD Company. Many people view SOPs as mere formalities, so they are often only adhered to without being implemented. Human factors such as differences in perception, work style and motivation also hinder the implementation of SOPs.

Rigid SOPs hinder adaptation and innovation, while lack of socialization makes employees less committed. Resistance to change and lack of supervision make it difficult to implement SOPs effectively. Inconsistency in the interpretation of SOPs between employees leads to low efficiency and work quality. Violation of SOPs can result in fatal errors that are detrimental to the organization.

## **5.3 Solutions to Improve the Implementation of Standard Operating Procedures (SOP).**

To improve efficiency, quality and consistency of performance, companies need to implement standard operating procedures (SOPs). However, challenges in implementing SOPs require a comprehensive solution.

The results of interviews with four participants showed that the success of implementing SOPs depends on several important factors. Effective socialization is the first step to ensure that all employees understand and follow SOPs through clear communication.

Ongoing training, especially for new employees, provides the necessary knowledge and skills. SOPs must also be flexible enough to be applied in a dynamic work environment and involve employees in their development. In addition, ongoing monitoring and evaluation, including the formation of an internal audit team, are important to identify and correct problems in implementing SOPs.

## **6. Conclusion, Implication, and Recommendation**

Implementing Standard Operating Procedures (SOPs) in BCD companies is an important step towards achieving efficiency and compliance. However, barriers such as lack of awareness, lack of training and resistance to change hinder their implementation. To overcome these issues, effective communication and thorough training are essential. Building a culture of continuous improvement and involving employees in the development of SOPs can increase acceptance. Regular monitoring and evaluation are also important to ensure that SOPs remain relevant to business needs. By implementing a strong feedback loop and conducting regular

audits, companies can improve operational performance, reduce errors and increase overall productivity, although the process is time-consuming.

In this study, the implications generated include two important aspects: theoretical and practical implications. Theoretical Implications, The results of the study support previous studies (Hidayana, 2021; Putri, 2022; Billy Kukuh Budiantoro, 2024; Hasanah, 2022; Supriyanto & Hendriyati, 2021; Golu et al., 2024; Sampe & Fauzi, 2023; Novi, 2023; Soediro & Nurbianto, 2022). The implementation of Standard Operating Procedures (SOP) in BCD companies needs to be evaluated to improve employee productivity and performance in achieving company goals. While in Practical Implications, the Implementation of SOPs in BCD companies must be considered to improve operational performance and efficiency. Although SOPs exist, their implementation is still less than optimal. SOPs need to be updated and refined to be relevant and in accordance with organizational needs, including revising ineffective procedures and eliminating procedures that are no longer relevant.

Based on the research that has been conducted, there are several recommendations for further research. First, researchers are expected to expand the number of variables studied. In this way, they can gain a better understanding of the topic being studied. By considering other relevant variables, the analysis conducted can be more in-depth and the results broader. In addition, given the time constraints in this study, it is recommended that future researchers spend more time on their research. This will provide an opportunity to conduct a more in-depth analysis and produce more comprehensive results.

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