

## The Implementation Strategy of Operating Procedures Standard for Operational Department at PT "X" Jakarta

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### Abstract

The strategy is a plan, implementation, and control in achieving long-term goals. Strategic management is an effort to achieve certain goals through the activities of others so that coordination is needed for the activities of planning, staffing, directing, and controlling in the long run. This study aims to develop a strategy for implementing the operational department procedures at the company PT "X" which has been standardized in the standard operating procedures integrated with computer programs. The research method used in this study is a qualitative analysis method through interview, observation and documents. The result of analysis are operating procedures Standard of PT "X" are prepared in accordance with ISO 9001 requirements including: Control of Documents and Data (article 5), Process Control (article 9), Inspection and Testing (article 15), Identification and Product Traceability (article 18). The operating procedure standard of PT "X" is using: a. Job and activity, b. Format, c. Quality control. Standard of Operating Procedure for Marketing Division at PT. "X" consists of: Standard of Operating Procedures for Selling Consumer Shipping Services as follow: 1) Standard of Operating Procedures for Selling Consumer Services. 2) Standard of Operating Procedure for Making Shipping Services Cooperation Contracts. 3) Standard of Operating Procedure for Contract Cancellation. 4) Standard of Operating Procedure for Delay Fines. 5) Operational Standards Report Making Procedures and Performance Reporting Marketing Division. The Operating Procedure Standard of Document Management Division as follow: 1) Standard Operational Procedure for Arranging the Decent Approval/Permit Document (SPB or letter of approval for shipping). 2) Standard of Operating Procedure for Document Management in the Transportation Department. 3) Standard of Operating Procedure for Port Document Management. 4) Standard of Operating Procedure for report making and performance document management division.

**Keywords:** Strategy and Operating Procedures Standard.

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### INTRODUCTION

Information systems within the company are intended to support organizational units. Information systems that exist within the company, marketing information systems, human resource information systems, operational information systems, and financial information systems are created according to the information needs of each of these business areas, and executive information systems recognize the existence of unique information needs. Then users at the top of the organization.

Standard Operating Procedure as a series of written instructions that contain standard procedures that serve as guidelines for carrying out work tasks in accordance with functions as a performance assessment tool in carrying out activities so as to increase

efficiency, effectiveness and profitability in achieving the goals of company or organization

Although the database of transaction processing systems and organizational systems has a high value, the database will not provide benefits when users want a deep historical record of a particular activity. This need has resulted in an application that is currently very popular, namely customer relationship management (CRM).

PT. "X" which operates in the shipping sector conducts activities in cooperation with PT PLN Batu Bara. In addition to PLN Coal, this company also works with other parties, especially private companies.

The type of transportation that is owned by PT "X" is Tag Boat and Barge, the majority of which is

used for coal transportation media to be allocated to PLN Coal plants in Indonesia.

Management information systems are described as a pyramid building where the basic layer consists of information, transaction explanation, status explanation, and so on. The next layer consists of sources of information in supporting daily management operations. The third layer consists of information system resources to assist tactical planning and decision making for management control. The top layer consists of information resources to support planning and policy formulation by management level.

In order for the information produced by the information system to be useful for management, the system analysis must know the information needs that are needed, namely by knowing the activities for each level of management.

Based on the research of Ramayanti, D that from the results of the analysis it can be concluded that the performance of the current SIA server is not maximum with the number of students [1], that is in line with Nauli, S. B that the results obtained are based on the Lecturer/Employee user group is the quality of the system (KS), service quality (KP) and user satisfaction (KPG) does not affect the effectiveness of academic information systems on the campus of Mercu Buana University. Whereas for the Student user group, system quality (KS), service quality (KP) and user satisfaction (KPG) affect the effectiveness of academic information systems on the Mercu Buana University campus [2]. While according to Siswipraptin. P. C produce a proposed Information System Strategic Planning for LEMIGAS that supports their strategic plan and *business* plan. Deliverables from this process are the IS/IT management strategy (IS/IT management Strategy), business SI strategy (business IS strategy), and IT strategy (IT strategy) [3]. Winata S. V that the results of this study are draft SOP selection and storage raw materials, production SOPs, product packaging and storage SOPs, and distribution SOPs at the Chocolab company [4]. Wicaksana, *et al.*, that all of the six SOPs have been developed and implemented within the Program. The SOPs for access management have given a standard to manage access rights in order to avoid ambiguities, and further misuse of data and information [5]. Hajar. S and Yuliani, F that the results of this research show that the implementation of a Standard Operational Procedure (SOP) Service Letter in the Office of the Head of Sukajadi Pekanbaru have not yet run a maximum of views from the Sub-Socialization of Less Standard Operating Procedure (SOP). The community will not be quick to respond to it because it only depends on the technical instructions [6]. Hanifah, *et al.*, that result of this research are 1 quality manual, 7 SOPs, and 9 WIs at first floor of production level. The SOP has been verified by management of PT Ebako Nusantara. Improvement of defect form for each sub-

department and implementation of the document are proposed to improve the production process of PT Ebako Nusantara [7] that the results also that the better CSE student will further improve system quality, information quality, service quality, use and impact of the individual [8].

This organizational structure is determined by the company's needs and the amount of human resources in the company. If viewed from the organizational structure of the Operational Work Unit at PT "X" is a work unit that is directly responsible to the Director. This operational work unit consists of the Marketing and Devision Management Division documents relating to ship operations. by researchers it is known that there is no operational standard procedure in the operational work unit at PT "X", so researchers are interested in making standard operating procedures for the operational work unit at PT "X" for the division of Marketing and Division of Document Management related to ship operations.

The problems that PT "X" is the strategy for implementing standard operating procedures at the operational department is not formatted yet.

## MATERIALS AND METHODS

Rangkuti argues that strategy is master planning comprehensive, which explains how the company will achieve all the goals that have been set based on the mission that was previously set [9].

Sailendra that Standard Operating Procedure (SOP) is a guide used to ensure the operational activities of an organization or company run smoothly [10].

## RESEARCH METHOD

Meleong, defines that qualitative research is a scientific study, which aims to understand a phenomenon in a natural social context by prioritizing the process of deep communication interaction between researchers and the phenomenon under study [11].

Anggraeni. D. M and Saryono that qualitative research is research that is used to investigate, discover, describe, and explain the quality or privilege of social influences that cannot be explained, measured or described through a quantitative approach [12].

Sugiyono, concludes that the ski native research method is a research method based on post positivism philosophy, used to examine natural object conditions, (as opposed to experiments) where the researcher is a key instrument, sampling data sources is done purposively and snowball, collection techniques with triangulation (combined), data analysis is inductive/qualitative, and the results of qualitative

research emphasize the meaning rather than generalization [13].

### Object Research

The object of the research is the standard operating procedure, where the researcher will examine the strategies for implementing standard operating procedures in the operational work units of the shipping company PT. "X" in Jakarta

### Method of Collecting Data

In this study using data collection methods with:

#### a. Literature Study

By conducting library studies from the library on the basis of the standard operational theory of procedures and references to several journals relating to standard operating procedures through the document in PT "X"

#### b. Field Study

The method of data collection is obtained through the process of observation and direct interviews with resource persons who have authority in decision making. The resource person interviewed in this study was the President Director of PT "X" and the Managing Director of PT "X".

### Data Analysis Technique

The data analysis technique used is synchronizing the data obtained with the standard procedure of implementing standard of operating procedures, namely the display format of the manual Standard Operating Procedure PT "X" meets the requirements of ISO 9001 including: Control of Documents and Data (article 5), Process Control (article 9), Inspection and Testing (article 15), Product Identification and Traceability (article 18).

### The Stages of Research

The stages of research in establishing standard operating procedures in the Operational department "X" are as follows:

#### 1. Data Collection

Data collection is done by studying company documents, observation and interviews with the Managing Director and Operational General Manager.

#### 2. Analyzing Data

Data obtained from the results of studying company documents, observations and interviews with the Managing Director and Operational General Manager are then analyzed qualitatively.

#### 3. Establishment of Standard Operating Procedures.

The standard operating procedure is made for the two divisions that exist in the operational department consisting of Standard Operational Marketing Procedures and Standard Operating

Procedures for Division of Document Management.

#### 4. Trial Standard Operating Procedure.

Standard Operating Procedures that have been established are tested on employees who work in the marketing division and document management division.

#### 5. Evaluating and perfecting Standard Operating Procedures

From the results of the trial carried out an evaluation and then carried out repairs and modifications to the Standard of Operations Procedures to improve Standard Operating Procedures

## RESULTS AND DISCUSSION

Operating procedures standard PT "X" are prepared in accordance with ISO 9001 requirements including: Control of Documents and Data (article 5), Process Control (article 9), Inspection and Testing (article 15), Identification and Product Traceability (article 18).

### Job and activity

The research data was taken from the results of interviews with the Managing Director of PT "X" regarding the Standard of Operating Procedures of PT "X" in the operational work unit, specifically the Marketing Division and the Document Management Division. Made according to the company's organizational structure, so that each company will have a different standard operating procedure. Based on the results of interviews and observations from PT. "X" and based on the work experience of researchers at the company, data obtained relating to the standard of operating procedures for the two divisions are obtained as follows.

#### 1. Marketing (Marketing)

##### a. Job specification:

- Education: Bachelor or Diploma 3
- Work Experience at the same position: minimum 2 years.
- Minimum age of 25 years maximum 40 years.

##### b. Job description:

- Market Shipping services.
- Make a monthly and weekly marketing turnover report.
- Implement an operational marketing plan application.
- Reach the set sales target.
- Maintain good relations with consumers and coworkers.
- Make sales cooperation contracts (shipping goods)
- Helping boss duties.
- Comply with Company Regulations

c. Marketing activity

- Sales of products to consumers (new and old)
- Make a marketing work contract.
- Serving consumer complaints / complaints.
- Make a Monthly Marketing report.

2. Management of Documents

a. Job specification:

- Education: Bachelor or Diploma 3 Shipping Science
- Work Experience at the same position: minimum 2 years.
- Minimum age 25 years maximum 40 years.

b. Job description:

- Managing ship documents.
- Make a schedule for processing the documents.
- Make monthly and weekly reports on document management documents.
- Applying the operational plan for managing documents
- Reach the target of managing documents on time.
- Maintain good relations with agencies/relations related to managing documents and coworkers.
- Helping boss duties.
- Comply with Company Regulations

c. Document Management Activities:

- Arrangement of sailing documents.
- Arranging documents with the Department of Transportation.
- Management of documents at the Port
- Make a Monthly Report on Document Management.

**The Format for Operating Procedures Standard**

The Operating Procedures Standard of PT "X" must be supported by a computerized LAN (Local Area Network) application system that is fast, safe, effective and timely that makes it easier for users to apply and control it. Information System Technology used can improve service quality and quality control of PT "X".

Format of display of manuals Standard of Operating Procedures PT "X" meets ISO 9001 requirements including: Control of Documents and Data (article 5), Process Control (article 9), Inspection and Testing (article 15), Product Identification and Traceability (article 18)

The lay out of Operational Standards Procedure of PT"X" as follow:

Outer Lay-out:

- Upper Section: Procedure Title.
- Upper Right Angle: PT "X" Logo as the owner of the Document.

- Bottom Left Corner: Page.

Lay-out in:

- Application Flow Column: Describes the procedure flow of the procedure system.
- Document Column: Contains the type of document used.
- Application Process Column: an overview of the procedure application system flow process, including those involved, LAN computerized application systems and documents used.

**Business Unit Strategy**

The business line strategy that will be managed is the business unit strategy or operational work unit concerning how to manage the interests and operations of the operational business line which consists of marketing division and document management division.

The formatted operating procedures standard PT."X" is inseparable from the executive information system (EIS) where a system that provides information to managers at a higher level for the overall performance of the company. Also used is the term support executive system (ESS). The company's executive information system usually consists of executive work stations that are connected via a network to a central computer. Workstation configuration consists of an individual computer with a secondary storage unit that stores the executive database. This data base and information that has been previously processed by the company's central computer. The executive will enter information requests to issue the initial format information display or to carry out a minimum amount of processing. This initial format report acts as a "dashboard" for executives to monitor important factors determining the success of the company.

The operational standards procedures are made as a basis for planning the company's long-term strategy to implement and control the implementation of standard operating procedures to achieve performance enhancements and company goals.

**Quality Control**

PT."X" "quality control procedures are policies and procedures that exist in the system and environment that must be established by management to provide adequate assurance that the objectives set will be achieved which can be applied to the organizational level combined with various components so that they fit each system adequate application in the organization.

The control system implemented by PT "X" includes control of:

1. Design and use of documents. Control the making of forms needed to support

transactions efficiently and effectively and control their use as planned.

2. Transactions carried out in accordance with the authority and there must be management authorization. Control and limit transaction and performance activities to the authorized officers and each transaction must be approved by management.
3. Effective division of tasks and responsibilities. Separation of duties to officers who record transactions, physical handling, processing transactions with officers who make an agreement (authorization) and cannot be done by the same person. Explanation of employee duties in the transaction process system and the combination of work functions with each other.
4. Responsibility and management authorization for access to Assets.
5. Employee access has physical assets only permitted in accordance with management authority. Accountability / accounting for assets must be compared with the physical amount of assets, and take appropriate action if there is a difference.
6. Independent supervision of performance.
7. Written reports must be properly examined and reconciled with the physical.

In the control of PT "X", the audit principle as follow:

1. The Principle of Freedom.
2. Internal Control is given full authority to oversee all records and accounts at the Bank. The position of the Examiner (Internal Control) is higher than the Board of Directors making it more independent.
3. Principles of Supervision
4. Internal Control has the right to supervise all records and accounts, if necessary, directly supervise the field by performing physical checks, physical assets, etc.
5. Shock principle.

Internal Control to do a sudden inspection without prior notice.

In examining the health level of PT "X" the main factors assessed were:

1. Capital factor.
2. Productive Asset Quality Factors (Assets).
3. Management Factors.
4. Factors of Earning.
5. Liquidity Factor.

#### **Standard of Operating Procedure for Marketing Division**

Operational standard marketing procedure related procedures Marketing information system (MIS) provides information relating to the company's marketing activities. Each output subsystem provides information about important elements in the marketing

mix. Marketing mix which consists of product, price, promotion and place managed by the marketing department in order to be able to meet customer needs by gaining profit. Product subsystem provides information about company products. Promotion subsystem (promotion subsystem) provides information about advertising and the company's private sales activities. Price subsystem (Price subsystem) helps managers take price decisions. In addition, there is still the fifth subsystem, the integrated mix subsystem. That allows managers to develop strategies that take into account the combined effects of the above elements. Operating Procedures Standards. The procedure of the Operational Department is integrated with a Local Area computerized program using the Zahir and Erasoft programs.

#### **Standard of Operating Procedure for Marketing Division**

Standard Operating Procedure for Marketing Division at PT. "X" consists of: Standard Operating Procedures for Selling Consumer Shipping Services as follow:

1. Standard of Operating Procedures for Selling Consumer Services
2. Standard of Operating Procedure for Making Shipping Services Cooperation Contracts.
3. Standard of Operating Procedure for Contract Cancellation.
4. Standard of Operating Procedure for Delay Fines.
5. Operational Standards Report Making Procedures and Performance Reporting Marketing Division.

#### **Standard of Operating Procedure for Document Management Division.**

The Operating procedure Standard of Document Management Division as follow:

1. Standard Operational Procedure for Arranging the Decent Approval/Permit Document (SPB or Letter of Approval for shipping).
  - The following is the operational standard Procedure for Arranging Permit Documents Worth sailing in the Document Management Division
  - Documents: Port Clearance, ship certificate, seaman book, appropriate cargo documents, ship's initial certificate, proof of payment for port services, proof of payment for navigation services, proof of payment for receipt of shipping money, customs clearance, approval (clearance) immigration, quarantine approval
  - Tool: Safety does not work, ship registration sign is not installed.
2. Standard of Operating Procedure for Document Management in the Transportation Department.
3. Standard of Operating Procedure for Port Document Management

For the feasibility of a Ship sea in Class 1 Port Offices, it is required:

Approval of Pictures

- Non-high speed (HSC) motorboats with an overall length (LOA) of up to 24 meters
- Unmanned and / or unmanned barges with an overall length (LOA) of up to 25 meters.

Measurement, Registration and Granting of the National Sign of the Ship.

- Measuring and publishing domestic and international temporary measurements with a maximum period of 2 months
  - Issue Permanent domestic and international measuring letters after the list of measurements has been approved by the Directorate of Shipping and Maritime Affairs.
4. Standard of Operating Procedure for Report Making and performance document management division

## CONCLUSION AND RECOMMENDATION

### CONCLUSION

Operating procedures standard PT "X" are prepared in accordance with ISO 9001 requirements including: Control of Documents and Data (article 5), Process Control (article 9), Inspection and Testing (article 15), Identification and Product Traceability (article 18). The operating procedure standard of PT "X" is using: a. Job and activity, b. Format, c. Quality control. Standard of Operating Procedure for Marketing Division at PT. "X" consists of: Standard of Operating Procedures for Selling Consumer Shipping Services as follow: 1) Standard of Operating Procedures for Selling Consumer Services. 2) Standard of Operating Procedure for Making Shipping Services Cooperation Contracts. 3) Standard of Operating Procedure for Contract Cancellation. 4) Standard of Operating Procedure for Delay Fines. 5) Operational Standards Report Making Procedures and Performance Reporting Marketing Division. The Operating Procedure Standard of Document Management Division as follow: 1) Standard of Operating Procedure for Arranging the Decent Approval/Permit Document (SPB or letter of approval for shipping). 2) Standard of Operating Procedure for Document Management in the Transportation Department. 3) Standard of Operating Procedure for Port Document Management. 4) Standard of Operating Procedure for report making and performance document management division.

### RECOMMENDATION

The management of PT "X" is expected to be able to implement standard operating procedures according to the rules, and for other departments that

are not yet using operational standards the procedure can be made so that the systematic performance of the company can run efficiently and effectively.

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