IMPLEMENTATION OF STANDARD OPERATIONAL PROCEDURE (SOP) EMPLOYEE DISCIPLINE AT CV. ADIARKO DIGITAL TEAM KEDIRI

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Abstract: This study aims to determine (1) standard operational procedures (SOP) for employee discipline at CV. Adiarko Digital Team (2) implementation of standard operational procedures (SOP) for employee discipline at CV. Adiarko Digital Team (3) the constraints to the implementation of standard operational procedures (SOP) for employee discipline at CV. Adiarko Digital Team (4) solutions to problems in implementation standard operational procedures (SOP) for employee discipline at CV. Adiarko Digital Team. In this study method uses a qualitative approach. The data sources used are informants, observations, and documents of employee fingerprint results. Data collection techniques used were observation, interview, and documentation. The data validity technique uses credibility test with technical triangulation and source triangulation methods, transferability test, dependability test, and confirmability test. Data analysis method used is data reduction, data presentation, and conclusion. The results of this study indicate that the implementation of standard operational procedures (SOP) for employee discipline at CV. Adiarko Digital Team has not been implemented properly. This is caused by several obstacles that arise from various sources, both from the company itself and from the employees. To overcome this problem, some solutions have been made with providing socialization and give rewards and punishments/sanctions to employees.

Keywords: Standard operational procedures (SOP), Discipline, Implementation

1. Introduction

All organizations or companies running today are required to always be able to adapt to the times in the era of globalization. The phenomena that characterize the globalization period are fast change, sharp differences of opinion, and high uncertainty. Fast development and change will be relatively more difficult to control, this requires companies to create and implement standardized systems and policies to achieve predetermined goals usually called standard operational procedures (SOP). Every company, whatever its type and character, needs guidelines to perform duties and functions of each element within the company. The use of standard operational procedures (SOP) is very important, especially in the operational field, with the existence of standard operational procedures (SOP) the company can minimize the occurrence of things that can be detrimental, and various kinds of problems can be avoided. If a problem occurs in the company environment, it can be immediately identified the root of the problem and the solution can be found and implemented more quickly and precisely. Standard operational procedure (SOP) is "a guideline that contains standard operational procedures within an organization that is used to ensure that all decisions and actions as well as, the use of facilities used by members of the organization are effective, efficient, consistent, standard and systematic" (Tambunan, 2013: 86).

In addition to the application of standard operational procedures (SOP), the role of employees as human resources in an organization or agency is very important. Human resource management is an important tool for managing existing systems and rules. Human resource management uses standard operational procedures (SOP) to regulate actions and policies

related to employee discipline. Standard operational procedures (SOP) help maintain discipline in the workplace by giving employees clear guidelines on how they should act and what is expected of them in performing their duties. All of these together help create an efficient and organized work environment. Without strong discipline and commitment, it is clear that the standard operational procedures (SOP) made will not be able to support high organizational performance. Betaria Simanjuntak and Arif Yusuf Hamali (2016) state that "discipline is an effort made to create conditions in an orderly, efficient and effective work environment through an appropriate regulatory system." Discipline is something that must always be practiced in any organization, because without the support of good discipline, it will be difficult for the organization to achieve its goals.

CV. Adiarko Digital Team is one of the companies move in the Online World Marketplace, recently the company has implemented a standard operational procedure (SOP) of discipline in the process of its activities. To achieve the implementation process requires cooperation between all company members. But in practice, there are still some employees who commit violations. This is because previously CV. Adiarko Digital Team didn't have standard used in the process of its activities. For example, there is no recording of employee presence. Employee presence is only seen in the daily work report for one month. If the daily work report is red, it means that it indicates that the employee is absent from work. Over the years, employees who arrived late were allowed and not sanctioned. Another violation is that during employees' break time, many of them leave the office, then return later than the specified time. The company provides a system of flexibility and comfort at work. So, the problem that arises due to this habit is that some employees are less professional at work. This is also one of the company's obstacles in implementing standard operational procedures (SOP) for discipline. Based on the background described above, the formulation of the problem in this study is as follows: (1) How is the standard operational procedure (SOP) for discipline, (2) how is the implementation of the standard operational procedure (SOP) for discipline, (3) what are the obstacles to the implementation of the standard operational procedure (SOP) for discipline, and (4) what are the solutions to the obstacles to the implementation of the standard operational procedure (SOP) for employee discipline at CV. Adiarko Digital Team. The purpose of this study was to determine (1) standard operational procedures (SOP) for discipline, (2) implementation of standard operational procedures (SOP) for discipline, (3) obstacles to the implementation of standard operational procedures (SOP) for discipline, and (4) solutions to obstacles to the implementation of standard operational procedures (SOP) for employee discipline at CV. Adiarko Digital Team.

2. Literature Review

Human Resource Management (HRM)
Hasibuan (2019: 10) defines that "human resource management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees and society." Human resource management is an important tool for managing existing systems and rules. This will affect employee productivity and growth potential in an organization.

Implementation
According to Usman in Akbar (2020: 10) "application or implementation boils down to activity, action, action, or the mechanism of a system." Implementation is not just an activity, but a planned activity and to achieve a goal. In general, implementation is carried out after a plan has been deemed perfect.

Standard Operational Procedure (SOP)

Sailendra (2015: 11) says "standard operating procedures (SOP) are guidelines used to ensure that the operational activities of an organization or company run smoothly." The existence of standard operating procedures (SOP) has the aim of ensuring that every activity carried out can run smoothly and in accordance with the planned objectives. This procedure is made so that the activities carried out become more efficient and effective. The functions of Standard Operating Procedures (SOP) namely :

a) To expedite the duties of officers / employees or teams / work units
b) As a legal basis in the event of deviation
c) Knowing clearly the obstacles and easy to track
d) Direct officers / employees to be equally disciplined at work

Discipline

Hasibuan (2019: 193) says "discipline is a person's awareness and willingness to obey all company regulations and applicable social norms". Discipline is an important aspect that must be owned by all employees because, with discipline, all activities carried out in the company can become more organized and directed.

Table 1. Previous Research

No.	Previous Research	Research Results
1	Fahrian Sani Akbar (2020)	Said that the successful implementation of standard operational procedures (SOP) at PT Yoofix Digital Indonesia depends on how each member of the organization can effectively respond to the flexibility offered by the company.
2	Zulfahry Abuhasmy (2018)	Said that the application of standard operational procedures (SOP) has been effective and in accordance with employee performance. But there are still obstacles in the application of standard operational procedures (SOP), namely operational and personal when dealing with customers.
3	Dwi Agustina (2021)	Stating that work procedures are considered good if they cover seven dimensions, namely efficiency, consistency, minimizing errors, problem solving, labor protection, work maps, and defense limitation.
4	Sherilyn Gishella (2018)	Said that the standard operational procedure (SOP) at PT. Pertiwimas Adi Kencana can be said to be good if it includes seven dimensions, namely efficiency, consistency, minimizing errors, problem solving, labor protection, work maps, and defense limitation.
5	Regina Lisye Maningkue et al., (2022)	Said that the implementation of standard operational procedures (SOP) has been running well and in accordance with established procedures, but the ability of employees as service providers is very limited so that it can't provide effective results.
6	Sri Marini et al., (2020)	Said that the effectiveness of the implementation of standard operational check-in procedures has not been maximized, due to several factors that have not been carried out properly by each front office officer.
7	Moses Soediro et al., (2021)	Saying that the application of a good standard operational procedures (SOP) can help in providing work guidelines that have been structured and can be carried out by each employee, but the human factor as an implementer can be one of the determining factors for the application of the standard operational procedures (SOP) to be carried out properly and consistently between employees.
8	Rizky Karina Syahputra Sagala et al., (2022)	Said that overall it can be said that the implementation of the standard operational procedures (SOP) implemented at Kantor Walikota Medan is in good criteria. In fact, the standard operational procedures (SOP) is able to encourage employee performance to work better, of course, the work carried out is in accordance with their respective duties and functions.

Source: Researcher's, 2023

3. Method

Types of Research and Description of Research Objects
This research uses a qualitative approach. Qualitative research methods have main objective is to collect descriptive data that describes the object of research in detail and in depth. "Qualitative research is defined as a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior" (Moleong 2017:4). The results of qualitative research are based on the ideas, perceptions, opinions, or beliefs of the person under study so that the results can't be measured by numbers. In this study, the object of research is the employees of CV. Adiarko Digital Team Kediri.

Data Collection Technique
"As a key instrument or the main key, the presence and involvement of researchers in research is a must in order to obtain maximum data" (Sugiyono, 2013: 15). In this study, the researcher was optimally present in the field directly during December 2022 to June 2023 and acted as a full observer and was known by the subject or informant. Researchers sought and collected data by means of interviews, in-depth observations, and studying other documents at the research location.

Data Types and Sources
Important data is used to identify and support a series of problems related to the main focus of the research. Suharsimi (2014:172) suggests that "what is meant by the source of data in research is the subject from which data can be obtained." There are two types of data in this study, namely primary data and secondary data. (1) Primary data is data obtained by researchers directly from interviews and observations with 3 informants at CV. Adiarko Digital Team. The 3 informants are Diar Adrinantoko, Arien Cahyo, and Winda Wahyu. (2) Secondary data is data obtained through various indirect sources, in this study, namely books, journals, and report documents on the results of recording employee presence with fingerprints at CV. Adiarko Digital Team Kediri.

Data Analysis Technique
The first step in the data analysis process is to systematically search and compile data obtained from interviews, field notes, so that the results can then be concluded to others. Data analysis can be done after the data needed for this research is collected and available. In this study, researchers used descriptive data analysis of the Miles and Huberman model (Sugiyono, 2018: 247), namely:
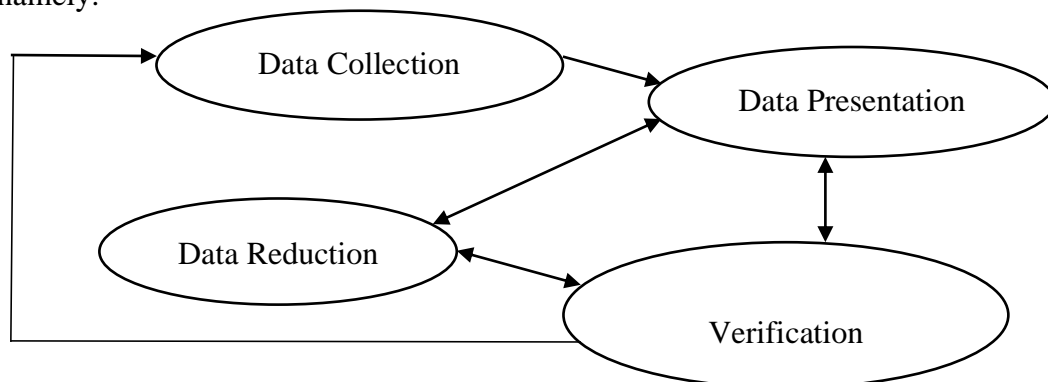

Figure 1. Components of Data Analysis (Interactive Model)
Source: Miles and Huberman model in (Sugiyono, 2018: 247)

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(1) Data collection, data related to this research obtained from observations, interviews, and documentation, will then be entered into field notes. (2) Data reduction, is the process of selecting, focusing, classifying, directing, eliminating unnecessary "rough" data, and organizing data from written field notes. This research uses Nvivo 12 Plus software to help reduce data. (3) Presentation of data, data that has been obtained such as interview recordings, researchers will listen and observe then write back in text form. (4) Drawing conclusions, researchers conduct discussions based on the information that has been obtained. The data that has been compiled is compared between one another to draw conclusions as an answer to the existing problems. The ways to check the validity of the data in this study include: (1) credibility test, (2) transferability test, (3) dependability test, (4) confirmability test. Checking the validity of the data is used to determine whether or not a finding or data reported by the researcher is in accordance with what actually happened to the object under study. In checking the data, researchers used data validity checking techniques, namely triangulation of techniques and sources.

4. Result and Discussion

Standard Operational Procedure (SOP) Employee Discipline at CV. Adiarko Digital Team

The standard operational procedure (SOP) for discipline at CV. Adiarko Digital Team can be interpreted as a special policy made by the company to improve employee discipline, maintain order, compliance with company rules, and create an efficient work environment. The background of making a standard operating procedure (SOP) for discipline is to clarify the workflow and confirm the concept of good employee discipline. Researchers conducted interviews with 3 informants, namely Diar, Arien Cahyo, Winda Wahyu. They said that the standard operational procedure (SOP) for discipline at CV. Adiarko Digital Team includes:
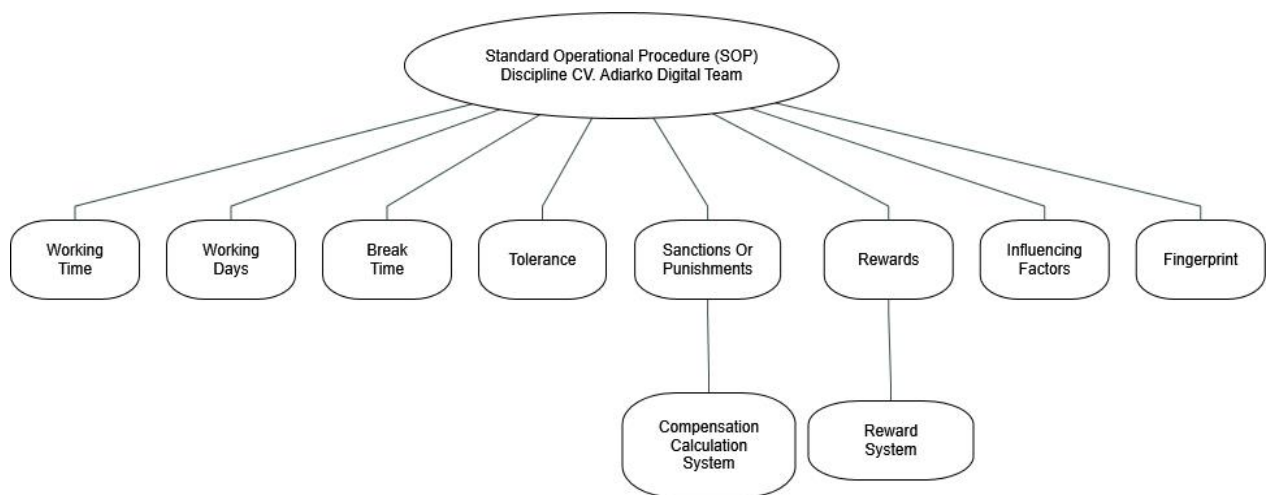

Figure 2. Mind Map of Discipline Standard Operational Procedures (SOP)
Source: Researcher's, 2023

a) Working hours are seven hours, from 08.00 am to 03.00 pm.
b) Working days at Monday until Saturday, Sundays off.
c) One hour break, 12:00 pm to 01:00 pm.
d) Special break time on Friday at 11:45 am to 01.00 pm, applies to all employees.
e) Tolerance for lateness is a maximum of fifteen minutes.

f) Sanctions / punishments given to employees who are not disciplined in the form of salary deductions.

g) Rewards given to exemplary employees in the form of half a gram of precious metal, and given regularly during one semester / six months. The system of giving rewards is lottery or draw based on several candidates who have been selected.

h) Factors that influence employees not to be motivated to be more disciplined include the competitive attitude of each individual, and the reward system provided by the company is only based on luck.

i) CV. Adiarko Digital Team uses a fingerprint machine to support the implementation of the discipline standard operational procedure (SOP). Through the results of the fingerprint report, it will be used to consider salary deduction sanctions and rewards given by the company.

Implementation of Standard Operational Procedures (SOP) Employee Discipline at CV. Adiarko Digital Team

Implementation of standard operational procedures (SOP) is the process of understanding, implementing, and following standard operational procedures (SOP) in the operational activities of an organization or company. Effective implementation of standard operational procedures (SOP) requires support and commitment from management and all members of the organization (employees). If the success or failure of an organization depends on the disciplinary attitude of an employee, then in this case if the standard operational procedure (SOP) has been made in such a way, it all depends on how the implementation of the standard operational procedure (SOP) is implemented. In practice, the standard operational procedure (SOP) for discipline at CV. Adiarko Digital Team cannot be said to be running well. Employees are still late every day. There are several reasons why the implementation of standard operational procedures (SOP) for discipline at CV. Adiarko Digital Team hasn't gone well, namely: (1) incomplete delivery and bad understanding of the standard operational procedures (SOP), this is because only the leadership knows the most about the disciplinary standard operational procedures (SOP). (2) the factor of the distance of employees homes far from the office.

Obstacles to the Implementation of Standard Operational Procedures (SOP) Employee Discipline at CV. Adiarko Digital Team

Implementing standard operational procedures (SOP) properly in a company is not an easy thing. There are often several obstacles and constraints experienced in implementing standard operational procedures (SOP). The obstacles can come from various sources, namely the company/organization itself, as well as from its employees. According Kamus Besar Bahasa Indonesia (2015: 667) defines "obstacles are barriers with conditions that limit, hinder or prevent the achievement of goals." CV. Adiarko Digital Team when implementing the discipline of standard operational procedures (SOP) also experiences several obstacles that arise. The obstacles are :

a) Adaptation of work culture with employee presence recording machines through fingerprints. At the beginning of using a fingerprint machine, preparation is needed from the company so that recording employee presence with this fingerprint works fine. When making preparations, there were several obstacles found, including the installation of fingerprint machines, the entry of employee data on fingerprint machines, and fingerprint machine sensors that sometimes could not detect fingerprints.

b) Less strict policies and regulations at CV. Adiarko Digital Team. There are no written regulations or official documents made by the company. The company only informs regulations or policies regarding standard operational procedures (SOP) of discipline

through word of mouth, even the delivery of sanctions / punishments to undisciplined employees is only done through messages on the WhatsApp social media group.

c) Obstacles that come from the employees themselves. The attitude of awareness of each individual. As in the application of fingerprint machines, quickly or slowly employees are required to be able to adaption. Employees must realize that there are policies / standard operational procedures (SOP) in the company that must be followed. Employees must arrive early and must not be more than fifteen minutes late.

Solution to the Obstacles in Implementing Standard Operational Procedures (SOP) for Employee Discipline at CV. Adiarko Digital Team

A successful standard operating procedure (SOP) is a standard operational procedure (SOP) that can be used to improve work quality, facilitate task completion, reduce costs, and improve coordination between good teams in an organization or company. Before giving solutions to overcome obstacles in its implementation, the first step that needs to be done is to understand the causes of obstacles in the implementation of standard operational procedures (SOP). It is important to involve employees in the process, because without good cooperation with company members, the process of finding solutions to obstacles to the implementation of standard operational procedures (SOP) can be much more difficult. With good cooperation, it will produce the right solution, so that obstacles can be overcome easily. The solution to the obstacles to the implementation of standard operational procedures (SOP) for discipline at CV. Adiarko Digital Team which has been implemented so far is CV. Adiarko Digital Team give a socialization at the first time using a fingerprint machine. This socialization explains in detail the procedures for using fingerprints. In this socialization, the company also said that it will give rewards to employees who implement the standard operational procedures (SOP) well, and give sanctions/punishments to employees who are not disciplined. This was taken by the company as an initial effort to improve employee motivation and performance. Although this is considered quite effective, it seems that there is still a need to involve other solutions, so this is a big concern for employees and they suggest solutions in the way the company should make written rules and evaluate employees regularly.

5. Conclusions

Based on the research that has been done, conclusions can be drawn, namely (1) The standard operational procedure (SOP) for discipline at CV Adiarko Digital Team includes hours, employee workdays, breaks time, tolerance for lateness as well as sanctions and rewards given to employees. The standard operational procedure (SOP) for discipline also explains that the system for giving rewards given by the company is in the form of a lottery. This system also results in some employees not being motivated to be more disciplined. (2) In the application of standard operational procedures (SOP) for discipline at CV. Adiarko Digital Team, it can be concluded that it hasn't been implemented properly. There are still employees who are late every day. Even two or three employees who are late every day exceed the tolerance limit. The factor that affects employees who can't be disciplined to arrive on time is the distance of the employee's home from the office. (3) There are several obstacles that cause the implementation of standard operational procedures (SOP) for discipline at CV. Adiarko Digital Team not work properly. These obstacles include problems with employee adaptation to fingerprint presence recording machines, such as the entry of employee data, the installation of fingerprint machines, and fingerprint machine sensors that sometimes can't detect employee fingerprints. Another obstacle is the less strict policies and regulations from the office, such as no written regulations made, causing many employees who don't know and understand that there are standard operational procedures (SOP) of discipline that must be applied, as well as the attitude

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of awareness in each individual. The habitual attitude of some employees who are still late every day. (4) The solution made by CV. Adiarko Digital Team to overcome these obstacles is to give socialization to employees when they first use a fingerprint machine. Not only that, the company also carries out a form of disciplinary control for employees in the form of giving rewards and sanctions or punishment to employees who violate these regulations.

Suggestion

Based on the conclusions that have been obtained in this study, there are several suggestions as follows. (1) The company needs a standard operational procedure (SOP) for discipline that is made officially and in writing. (2) The company should do routine evaluations to employees. At least once a month. (3) When giving rewards, the company should give rewards to all employees who have been included in the selected candidates, not based on a lottery system. (4) Regarding the form of reward given by the company, in this case if the company objects to giving a reward in the form of half a gram of precious metal, it is better if the reward is replaced with another type, so that all employees can receive rewards fairly, for example of certificates of appreciation, vacation, and promotions. (5) For problems with fingerprint machines that sometimes error and can't detect employee fingerprints, the company should do it routine maintenance at least once every two or three months so that the performance of the fingerprint machine can be optimal.

Acknowledgements

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