

**ANALISIS PENERAPAN SOP OLEH BIDANG UMUM DINAS
PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU
(DPMPTSP) PROVINSI KALIMANTAN TIMUR**

*ANALYSIS OF SOP BY THE GENERAL FIELD OF INVESTMENT AND
INTEGRATED SERVICES OFFICE ONE DOOR (DPMPTSP) EAST
KALIMANTAN PROVINCE*

Miftah Nur Hafifah ¹ Rinda Sandayani Karhab ²

NASKAH PUBLIKASI

Diajukan Sebagai Salah Satu Syarat
Mendapatkan Gelar Sarjana Ekonomi (S.E)



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**PROGRAM STUDI S1 MANAJEMEN
FAKULTAS EKONOMI BISNIS DAN POLITIK
UNIVERSITAS MUHAMMADIYAH KALIMANTAN TIMUR
2022**

Analisis Penerapan SOP Oleh Bidang Umum Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Provinsi Kalimantan Timur

Analysis of SOP by the General Field of Investment And Integrated Services Office one Door (DPMPTSP) East Kalimantan Province

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APPROVAL SHEET

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INTEGRATED SERVICES OFFICE ONE DOOR (DPMPTSP) EAST
KALIMANTAN PROVINCE**

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**ANALISIS PENERAPAN SOP OLEH BIDANG UMUM DINAS PENANAMAN
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Analysis of SOP by the General Field of Investment And Integrated Services Office one Door (DPMPTSP) East Kalimantan Province

Analisis Penerapan SOP Oleh Bidang Umum Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Provinsi Kalimantan Timur

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ABSTRACT

This study aims to determine the application of standard operating procedures (SOPs) that occur in the general sector at the Investment and One-Stop Integrated Services (DPMPTSP) in East Kalimantan Province. This type of research is quantifiable by referring to 7 main things in the SOP which include efficiency, consistency, minimizing errors, solving problems, and defense limitations. The research informants were 3 people, namely: the general subdivision head, and 2 employees of the general section. Data collection techniques through interviews. The sample determination method is used by random sampling, while the results of data processing are presented in the form of descriptive analysis. The results of this study show that the application of Standard Operating Procedures (SOP) by the Investment and One-Stop Integrated Service (DPMPTSP) in East Kalimantan Province to employees in the general section has implemented the SOP made, but there are 2 (two) things in the SOP not carried out properly by employees of the general section of DPMPTSP, namely discipline and problem solving.

Keywords : DPMPTSP, General Field, Standard Operating Procedures

ABSTRAK

Penelitian ini bertujuan untuk mengetahui penerapan Standar Operasional Prosedur (SOP) yang terjadi pada bidang umum di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) di Provinsi Kalimantan Timur. Jenis penelitian adalah deskriptif kualitatif dengan mengacu pada 7 hal pokok dalam SOP yang meliputi efisiensi, konsisten, meminimalisasi kesalahan, penyelesaian masalah, dan batasan pertahanan. Informan penelitian sebanyak 3 orang yaitu: kasubbag umum, dan 2 karyawan bagian umum. Teknik pengumpulan data melalui wawancara. Metode penentuan sampel digunakan dengan random sampling, sedangkan hasil pengolahan data disajikan dalam bentuk deskriptif analisis. Hasil penelitian ini menunjukkan bahwa penerapan Standar Operasional Prosedur (SOP) oleh Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) di Provinsi Kalimantan Timur pada pegawai di bagian umum telah melaksanakan SOP yang dibuat, namun terdapat 2 (dua) hal pokok dalam SOP tidak dilaksanakan dengan baik oleh pegawai bagian umum DPMPTSP yaitu kedisiplinan dan penyelesaian masalah.

Kata kunci : DPMPTSP, Bidang Umum, Standar Operasional Prosedur

1. Introduction

The authority of the provinces, regencies, and cities to organize a government consisting of the community's initiatives, creativity, and active participation in developing and advancing their regions. The issuance of Law Number 23 of 2014 concerning Regional Government has consequences for the Regional Government (Regency/City) to be able to provide services according to the needs of the community and following the main functions of the Regional Government, namely carrying out the operation of public service function, development function and community protection (protective role).

In achieving state goals such as promoting the general welfare, the government, in real terms, provides services to the community to meet needs. Public services have now become a central issue in development in Indonesia. The result of public services is always actually to be discussed. Humans need service, and the concept of this service will always be in the life of every human being. Public service is the provision of excellent service to the community, which is the embodiment of the obligations of government officials as public servants (Ratminto & Winarsih, 2010: 19). The position of the people who have turned into citizens makes public

service providers not only position the community as consumers but furthermore the community is also involved in every decision making.

A system or standard is needed for all company operations in every area to determine whether the company's products meet existing standards and to check the performance of company employees (Gabriele, 2018). Not only in government, education, and other fields. Almost all organizations in Indonesia and even the world have standard operating procedures (SOPs). SOP is a set of clear records and complete and detailed guidelines about the processes, tasks, and roles of each individual or group that are carried out daily in the organization. The function of SOPs is to establish an orderly, systematic, and responsible system and workflow and to explain how to carry out work objectives following applicable policies and regulations (Rachmi et al., 2014). All institutions in Indonesia, from educational institutions to legal institutions and financial institutions, have Standard Operating Procedures (SOP). Not only in government, education, and other fields.

Government agencies also have Standard Operating Procedures (SOPs), especially in a field that has its SOP with provisions for the work performance of an existing area, one of which is from the DPMPTSP government agency or what is often called the Investment Service and One-Stop Integrated Service, in the process of all operational activities in each field requires a system or standard to and out whether all processes that follow existing standards can run well, especially in the general area of DPMPTSP. Correct beforehand, according to (Susilowati, 2017), Standard Operating Procedures (SOPs) can be defined as documents that describe daily operational activities, aiming for the work to be carried out in a precise, correct, and consistent manner to produce products according to predetermined standards. In a broad sense, SOPs are all documents that regulate an organization's operational activities, including work instructions, worksheets, Etc.

The function of the government as a public servant is crucial and is always a benchmark for the community toward government performance. Community control of government performance aims to make the government responsive to public complaints so that it continuously and systematically improves services to create service conditions that provide satisfaction to the community. The bureaucracy must be able and willing to transform itself from a bureaucracy whose performance is rigid to a bureaucratic organization whose structure is more decentralized, innovative, flexible, and responsive.

Public services in the regions are still an increasingly strategic policy issue because improving public services tends to "run in place." At the same time, the implications are vast in economic, political, social, and cultural life. After implementing regional autonomy, there are still many problems related to public services in the regions. Simplifying the public service process is a must to answer the community's demands to improve public services that are increasingly advanced and developing. The government initially initiated the simplification process to carry out reforms. The reform means creating "entrepreneur minded" in the organization and creating a government organization with a self-renewal system. Seeing the reality in the community that demands improvements in public services, the government, through the Minister of Home Affairs Regulation (Permendagri) Number 24 of 2006 concerning Guidelines for the Implementation of One-Stop Integrated Services, requires every local government to form a one-stop integrated licensing service unit. The establishment of an Integrated Licensing Service Unit in the regions is expected to be able to answer the needs of the community who want public services that are open, efficient, timely, and evenly distributed in services.

The paradigm of good governance brings a shift in the pattern of relations between government and community as a consequence application of the principles of corporate governance. Applying the principles of corporate governance also has implications for changes in government management to become more standardized, meaning that there are some standard criteria that government agencies must comply with in carrying out their activities. This standard can also use this performance standard to assess the performance of government agencies internally and externally. These internal procedural standards are called Standard Operating Procedures (SOP) or often referred to as Minimum Service Standards (SPM) or

Service Operational Standards (SOP). The author analyzes the general field of Standard Operating Procedure (SOP) in this study. It is possible to determine whether the available staff have implemented existing Standard Operating Procedures (SOPs) with the provisions of the SOPs in force since 2017. Such as the One-Stop Integrated Service, which is one of the government programs in the context of improving public services, the Investment Service and One-Stop Integrated Service, especially in the regional part of East Kalimantan Province, still encounter general weaknesses, such as the incompatibility of SOPs because the error is an error, small errors can be minimized. In contrast, the demand for these services is still slow.

Formulation of The Problem

Based on the problems in this study, the authors formulate the problem, namely whether the application of work follows the seven main points of the Standard Operating Procedure (SOP) at the Investment and One-Stop Service (DPMPTSP) office of East Kalimantan Province for general employees?

Research Purpose

This study aims to determine how to implement the seven main points of Standard Operating Procedures (SOP) at the Office of Investment and One-Stop Integrated Services (DPMPTSP) of East Kalimantan Province for general employees.

2. Literature Review

SOPs are considered a logical course of action for local governments:

1. Based on the capabilities of each region, public service offices were formed to optimize the implementation of the authority and function of the service. Limited funds, personnel resources, equipment, and other factors enable local governments to determine the types of services that must be provided at a minimum for the community.
2. The existence of SOPs makes it possible to carry out their activities in a "more measurable" way as part of the achievements and prestige of local governments.
3. With SOPs accompanied by logical and accurate performance benchmarks, it will make it easier for the public to monitor the performance of service personnel as one of the elements of creating good governance.

The formulation of the SOP is relevant because it serves as a benchmark in assessing the effectiveness and efficiency of the performance of government agencies in implementing their work programs. Conceptually, the procedure is defined as the steps of some logical instructions to get to the desired process. The preferred method is in the form of users of the work process system in the form of activities, data flows, and workflows. A standard operating procedure is a typical process that steps some logical instructions that must be carried out in activities, data flows, and workflows. The desired method is in the form of users of the work process system in the form of actions, data flows, and workflows. A standard operating procedure is a formal process that steps some logical instructions that must be carried out in activities, data flows, and workflows. The desired operation is in the form of users of the work process system in the form of actions, data flows, and workflows. A standard operating procedure is a formal process that steps some logical instructions that must be carried out in activities, data flows, and workflows.

DPMPTSP has compiled standard operating procedures (SOPs) as a reference for employees to become professional and reliable company resources. Standard Operating Procedures (SOPs) describe the roles and responsibilities of each employee, such as: Who is the person in charge and person in charge, when to complete, when to carry out the work process, what documents are needed, and who approves (Setiawati, 2015). Standard operating procedures (SOPs) are written papers that include: 1) Workflow, 2) System steps, and 3) A series of instructions for routine and repetitive activities that the organization must follow (Ramadhan, Syaharudin, Prajituri 2015).

Based on the SOP principles above, the preparation of SOPs is based on the type of work unit, activity flow, and document flow. SOP performance is projected in terms of time

duration, hours, days, or weeks, and the applicable hierarchical organizational structure. Preparing SOPs is carried out by considering the position, main functions, and job descriptions of the work unit concerned. The Office of Investment and One-Stop Integrated Services of East Kalimantan Province is a public service agency formed to provide accessible services to the community through a one-stop service system. Based on Governor Regulation No. 65 of 2016 concerning Organizational Structure, Duties, Functions, and Work Procedures of the Investment Office and One Stop Services of East Kalimantan Province. This SOP prepares to provide certainty of service and convenience for the community, the DPMPTSP Prov. East Kalimantan needs to stipulate SOPs for each activity in sections and fields, especially the types of licensing and non-licensing services provided following the provisions of the legislation.

Thus, the Office of Investment and One-Stop Integrated Services of the Province of East Kalimantan considers it necessary to carry out the "Standard Operating Procedures (SOP) for the Office of Investment and One-Stop Integrated Services of the Province of East Kalimantan." The preparation of this SOP is expected to provide comprehensive direction and guidance on the procedures for all activities contained in the Office of Investment and One-Stop Integrated Services of East Kalimantan Province so that routine activities and investment services can run optimally to accelerate regional economic growth and improve investment services create a more conducive investment climate.

Santosa (A. A. Gede Ajusta, 2018) stated that the SOP consists of 7 main things: efficiency, consistency, error minimization, problem-solving, labor protection, work maps, and defense limits.

1. Efficiency is defined as accuracy, efficiency in the form of matters relating to activities or activities that are expected to be more precise and not only fast but following the desired goals and targets;
2. Consistent/discipline can be interpreted as a determination or things that do not change so they can be calculated correctly. Consistent conditions will facilitate the measurement of profit and loss, as well as marketing regulations because all those involved in it need high discipline;
3. Error minimization is to keep all errors away in all areas of the workforce. SOP is a definite guide that guides each employee in carrying out their work activities systematically;
4. Problem-solving SOPs can also be a solution to problems that may also arise in a company or institutional activities. Sometimes conflicts between employees often occur. It seems as if no mediator can resolve the dispute in question. However, if it is returned to the SOP that was previously prepared correctly, then, of course, both parties must comply with the SOP;
5. Labor protection is a definite step that includes all procedures to protect each resource from potential liability and personal problems. SOP, in this case, is intended to safeguard matters relating to employment issues such as company loyalty and employees as individuals personally;
6. Work maps are patterns in which all well-organized activities can be carried out in each other's minds as a definite habit. With SOPs, work patterns become more focused and do not spread everywhere. This is related to the first point of being efficient that one of the conditions is to focus on the map to be executed;
7. Defensive boundaries are understood as inspection steps, which can be likened to a strong fortress because procedurally, all activities of institutions or companies are clearly stated. Therefore, inspections that come from outside the company cannot make things already contained in the SOP change or even destabilize the company.

In general, according to Thathagati (Susilowati, 2017), the notion of Standard Operating Procedure (SOP) is highly context-dependent. If it is broken down one by one, namely standard, operating, and procedure, each has its definition.

- a. Standard contains the following meanings:
It can be interpreted as a provision that becomes the primary reference; As a reference, each member in it must comply with these standards; This part is called law, which a

specific agreement must obey; Thus, it is essential to emphasize that the provisions are binding.

- b. Operating contains the following meanings:
Understand more to work applicable activities; That is, the movement describes the flow of work activities, both routine and non-routine; It is called operational because every work activity, the activities in it are bound by applied rules that have been determined, these activities are therefore following the applicable regulations or standards.
- c. The procedure contains the following meanings:
Steps, or can also be said as stages, are related to processes in work activities; As a procedure, it needs a clear description in detail. Therefore, the system can also be in the form of written pieces or pictures; In certain conditions, it can also contain both to make accessing information and the intended provisions more accessible.

Thus, standard operating procedures (SOPs) can provide convenience for companies to carry out operations. Besides that, they can also be used as work references by employees to become professional, reliable human resources to realize the company's vision and mission.

3. Methodology

Object

This research was conducted on employees at the Investment Office and One-Stop Integrated Service (DPMPTSP) in East Kalimantan Province, located on Basuki Rahmat Street No. 56, Sungai Pinang Luar, Samarinda City, East Kalimantan Province, 75125.

Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wants to investigate. In this study, the population is general field employees investment Office and One-Stop Service (DPMPTSP) in East Kalimantan Province who are still actively working with a population of 3 people consisting of the Head of the Sub-Division, two employees in the General Sector. At the same time, the sampling technique in this study used interview techniques.

Collection Technique

This type of research uses descriptive qualitative research methods. According to Moleong (2017:6), qualitative research intends to understand phenomena about what is experienced by research subjects, such as behavior, perceptions, motivations, actions, and others, holistically and using descriptions in the form of words and language. A specific context is natural by utilizing various natural methods.

The use of qualitative methods in this study aims to uncover problems that occur in the application of Standard Operating Procedures (SOP) in the General Sector of the Investment Service and One-Stop Integrated Services (DPMPTSP) of East Kalimantan Province so that research results can be more detailed and complex regarding phenomena that are difficult to disclose. This research is used to get problem-solving and handling of work following the existing Standard Operating Procedure (SOP) guidelines. It is hoped that this descriptive qualitative method can obtain more complex results.

Data Source

The data sources used in this study are primary data and secondary data. According to Wardiyanta in Sugiarto (2017:87), preliminary data is information obtained from primary sources, namely information from sources. In this study, the primary data is from employees of the General Sector of the Investment and One-Stop Integrated Services Service (DPMPTSP) of East Kalimantan Province, how to implement and resolve if there is an error in the work that is not following the SOP. Secondary data According to Wardiyanta in Sugiarto (2017:87), secondary data is information obtained not directly from sources but from third parties. This

study received secondary data from the Standard Operating Procedure (SOP) report of the Investment and One-Stop Integrated Services Service (DPMPTSP) of East Kalimantan Province.

4. Results and Discussions

The author stated that the Investment and One-Stop Integrated Services Service (DPMPTSP) of East Kalimantan Province already has an SOP and has used the SOP well in the Public Sector. The results of observations and interviews also show that the SOP has been shared and owned by each employee, employees also seem to understand the SOP and make it a guide to what to do.



Fig. 1. 7 main SOPs

Regarding the quality of the SOP itself, referring to the seven main things essential to have a standard operating procedure, there are still various shortcomings.

First, in terms of the efficiency of SOPs in general, it was found that the company's SOPs were complete, for example, in terms of work steps that were detailed, so this made employees work well and regularly. This makes the efficiency of the SOP to be maximized. Efficiency talks about the completeness of SOPs. The SOPs owned by the Investment Office and One-Stop Integrated Services (DPMPTSP) of East Kalimantan Province list a complete process or workflow such as in the management of incoming and outgoing letters, the reception and issuance of written letters regarding the stages the flow from the beginning of receipt and flow to issue notes, and to whom should the letters and invoices be made. The SOP does not only contain an outline of the work that must be done but must contain all the activities that employees must carry out in the general department. The company's SOPs become employees' handle and a mainstay in carrying out their duties.

Second, in terms of consistency / discipline, standard operating procedures (SOPs) both in the general field are not well realized, because employees usually do not follow significantly with existing SOPs, if only a small few percent do not follow the existing SOPs.

Third, in terms of minimizing errors, the existence of the general section of the SOP is considered to have functioned well in reducing the occurrence of errors that can lead to the work process.

Fourth, in terms of solving problems in the general section. According to the contents of the interviews that have been carried out, the results are that if an error occurs, it is usually only reprimanded by the superior.

Fifth, regarding labor protection, SOPs make it easier for managers to account for and ensure that labor protection runs appropriately. The security of workers here is still not included in the SOP, which is about workplace safety and health insurance. In the SOP data for the

general section of the Office of Investment and One-Stop Integrated Services (DPMPTSP) of East Kalimantan Province, there is no mention of work safety, employee rights, employee income, and social security for employees, but there is a BPJS guarantee.

Sixth, standard SOPs have sufficient work maps in terms of work maps. The working map discusses whether the existing SOPs can speed up the work process of employees in the general department and contain correct and practical activities for the continuity of work in the available department. The SOP is made in a flowchart format so that every employee can see the SOP easily at each stage. This format can also help new employees who do not understand the use of SOPs to know and understand existing SOP documents.

Seventh, for the defense limitations, the SOP is already functioning properly but again it is still incomplete in the general SOP section. This is because the general section of the SOP does not discuss defense limitations, but it can make the SOP change along with its daily implementation to ensure consistency in the implementation of activities during its implementation.

5. Conclusion

Based on research from the Standard Operating Procedures (SOP) application in the One-Stop Integrated Service and Investment Office, especially in the regional part of East Kalimantan Province, it has been implemented, socialized, shared, and owned by each employee by the general employee.

Then for Standard Operating Procedures (SOP), which refers to 7 main things that are important to have a standard operating procedure (SOP), there are still shortcomings in the efficiency section in standard operating procedures (SOP). And there are deficiencies in the problem-solving area of the General Standard Operating Procedure (SOP).

Suggestion

Suggestions that can be addressed to employees in the general office of the Investment and One-Stop Integrated Service Service (DPMPTSP) on the lack of discipline are more re-socialized and for problem solving can be done not only through reprimands, namely by being well led by the head of the subdivision in the general section.

Rereferences

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**FAKULTAS EKONOMI BISNIS DAN POLITIK
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Analysis of SOP by the General Field of Investment And Integrated Services Office one Door (DPMPTSP) East Kalimantan Province

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