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THE DESIGN OF STANDARD OPERATING PROCEDURE IN CLEANING SERVICE RESIDENTIAL

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Abstrak

Permasalahnya adalah bahwa CSR tidak memiliki Standar Operasional Prosedur yang kuat untuk menetapkan standar dan mengatur karyawan yang ada, pada akhirnya menurunkan kualitas pelayanan dan kepuasan pelanggan perusahaan. Tujuan dari riset ini adalah merancang standar operasional prosedur untuk memperbaiki performa dari CSR dan meningkatkan kualitas pelayanan dan kepuasan pelanggan CSR. Riset ini menggunakan metode kualitatif deskriptif, dimana menggunakan metode pengumpulan data berupa wawancara yang mendalam, observasi, dan dokumentasi. Riset ini menyimpulkan bahwa standar operasional prosedur dibutuhkan oleh semua jenis usaha khususnya usaha yang menggunakan banyak sumber daya manusia untuk berkembang dan mengatur standar yang akan ditetapkan. Dengan adanya Standar Operasional Prosedur yang dirancang, CSR diharapkan dapat memperbaiki masalah yang ada dan meningkatkan performa perusahaan.

***Kata kunci**: Standar Operasional Prosedur, Riset Kualitatif, Home Cleaning, Kinerja UKM*

BACKGROUND

Standard operating procedures needed by the employees as a reference to be professional and reliable. For companies who do not know the importance of SOP, they will consider it only as a rigid rule that would interfere work flexibility. Actually SOP have many benefits for the company's business growth such as identifying the necessary changes and evaluate the operational performance (Developing standard operating procedures in Wildland Fire Management cited by Setiawati, 2015)

Jones (2010), stated that SOP is a part of the written rules that help to control the behavior of members of the organization. Purnamasari (2015), standard operating procedure (SOP) is a working procedure which made in detail and specified for all employees to carry out the work as well as possible in accordance with the mission, vision and purpose of an institution, agency, or corporation. In the other source, standard operating procedure is a guide to identify the necessary changes, describes desired performance, and evaluate the operational performance for increased operational efficiency, accountability, and improved security (Setiawati, 2015). One of the most important things in a service company is SOP. With rigid SOP the job will be more structured. Moreover, it will also make the job more effective and efficient which lead to the increase of service quality. Quality of service or services is a measurement of how good a level of service given that is able to conform to the expectations of consumers (Tjiptono and Chandra, 2012). With good quality of service means that the customer is satisfied more than they expect the service could be.

According to Kotler cited by Tjiptono (2012) customer satisfaction is the level of someone's feelings after comparing the performance (or results) that he perceive compared to expectations. The conclusion is, to improve the company service quality and customer satisfaction which is the company mission; the company has to be concern in making a good and structured SOP.

CSR as the abbreviation of Cleaning Service Residential is a company that provides cleaning service mainly in houses, apartments, offices, etc. Built in February 26, 2013, by a group of 3 students of Universitas Ciputra Surabaya. This company is 1.5 years old. In October 2015 CSR have a total of 16 workers divided into 4 groups, and the rest 2 workers for reserve, and the other 2 workers for

outsourcing. 1 group consists of 3 workers, one of them is their leader. CSR's group leader can't train the other members well since there's no standard operating procedure in the operations, it also makes the service quality of each team different from the others because each leader have different prespective on how to do the cleaning. Therefore, the customers arent't satisfied with different service that CSR give. All of this problems make CSR sales aren't stable. It is proved in figure 1.1, about CSR sales 2014-2015. CSR sales was increasing in December 2014 but decreasing in February 2015, but it was increasing again in june 2015 and once again decreasing in September 2015.

In Figure 1, CSR sales aren't stable because of customer dissatisfaction which will be explain later in the next figure. Therefore, several customers stop using CSR due to unstable performance of the company eventhough the customers already agree with the contract. This statement proved in Figure 2, about CSR customer loyalty percentage towards the contract.

In Figure 2 with total of 70 customers contracts in the 2014-2015 period, 71 % of customers stated stopped using the services of CSR , while 29 % declared further use the services of CSR. It turns out 71 % of customers were stopped due to the quality of services that are not stable and vary among employees and teams.

Frequently, CSR also asked the customers about the quality of services, and found that there are several complaints and most of them are from the service quality. As time goes by CSR have done more researches about the problems and found that the main problem is from the company SOP. The employees' performances aren't good enough because there's no rigid SOP that they have to follow as guideline. Therefore, the employees are confuse what step that they have to follow when doing the service.

In Table 1 describes that over the past year there are several customers complaints about CSR's service quality, the data are obtained from CSR's customers that have used CSR's services repeatedly for more than 4 times. Most of the complaints are done by message, call, and direct conversation. Actually almost all of the complaints are given by the customers itself, and some of them from CSR's research by asking directly to the customers after repeat order.

The statement proved that CSR's main problems is standard operating procedure. Without specific set of instructions or standard operating procedure, the work of the employees will be unstable and doesn't have exact standard of quality. For example, what step that they should do when cleaning the floor, things that they have to be concerned in cleaning bathroom, etc. Therefore, the quality of service will be different each team, moreover, it caused customer dissatisfaction throughout the company's performance.

Based on the research backgrounds, the researcher wants to create a Standard Operating Procedure to overcome the problems. Therefore, this research will be discussing about "the design of standard operating procedure in cleaning service residential". Based on the background justification and previous phenomenon, the question formulation in this research can be expressed as "What are the suitable standard operating procedures (operational) for CSR?" Based on research problems, the researcher wants to make a standard operating procedure (operational) that is applicable to improve CSR's performance.

LITERATURE REVIEW

Previous Research

Research according to Setiawati (2015), entitled "Penyusunan Standard Operating Procedures (SOP) pada PT Sketsa Cipta Graha di Surabaya". The purpose of this study is to identify business process and design a Standard Operating Procedure (SOP) in PT. Sketsa Cipta Graha Surabaya. The authors identified a number of business processes and draw six Standard Operating Procedure (SOP). The researchers use this research as reference on how to make a SOP based on the analysis.

Research by Giles (2013), entitled "Modern Airline Pilots' Quandary: Standard Operating Procedures—to Comply or Not to Comply". The purpose of this research is to determine if increased understanding, knowledge and awareness of the risk of noncompliance with SOP increase airline pilots' compliance with SOP. Flight SOP is very important in the airline business; same as SOP in cleaning services industry, it is very crucial to make a standardized and good SOP, therefore the researcher want to use this research as study when to comply and when not to comply to the SOP.

Journal written by Parikh PM, et. al., (2014), entitled "Standard Operating Procedure for Audio Visual Recording of Informed Consent: An Initiative to Facilitate Regulatory Compliance". The purpose of this research is to developed a standard operating procedure (SOP) to ensure that the AV is performed in compliance with the regulatory requirements, internationally accepted ethical standards and that the recording is stored as well as archived in an appropriate manner. Therefore, the researcher use this research as a reference to make standard operating procedure.

Standard Operating Procedure

SOP is a document that contains a set of written instructions that are standardized on the various processes of the administration office that shows you how to do the job, execution time, venue and actors involved in activities (Insani, 2010). Griffin (2010) said, an SOP should be clear, concise, and written in simple sentence which is easy to understand and apply in operational situations. Same as in Aviation Glossary (2010), SOP should be simple, clear, concise and prescriptive. Also important to consider the main subject of the SOP, which are all the employees in different departments of the business. The SOP should be written to address the needs and educational level of the majority of department members, using language they can easily understand.

With SOP, is expected to be a foundation for the company to start building a system that is standardized and efficient.In connection with the primary objective of SOP, it requires a careful consideration to determine what form of SOP will be applied. There are two factors that determine the shape of SOP that will be used. Which are the number of decisions and the number of steps to be taken in the process (Ambarwati and Triana, 2012). Based on the explanation, here are some forms of SOP can be chosen to be applied:

1. Simple Steps, This form is applied for a short routine procedure and not many require decisions.
2. Hierarchical Steps, This form is applied to a routine procedure that is long enough (more than 10 steps) but not many require decisions, these forms are described in detail.
3. Graphic steps, This form is applied to the procedure that is long enough (more than 10 steps). Similarly, the hierarchical steps, graphic steps do not require much decision. Graphic steps are useful to simplify along forms into short forms process.
4. Flowchart, Is a simple chart that explains a process in making a decision. Flowchart requires a lot of decision making and in the process requires symbols which may help explain each step of the process.

Service Quality

According to Boyer and Verma (2010), the quality of service can be determined by multiple dimensions. Some of them are:

1. Reliability, service reliability is a measurement of consistent performance and dependability.
2. Competence, covers the knowledge and skills of the provider needed to perform the service.
3. Access, approachability and the ease of contacting the service provider.
4. Courtesy, service providers politeness, respect, consideration, and friendliness.
5. Credibility, a service provider is expected to keep customers best interests at heart.
6. Tangibles, the physical characteristics (e.g. facilities, appearance of personnel) of the service are also indicators of its quality.

These dimensions can serve as a guideline in evaluating current CSR's performance in the eyes of customers, which dimensions are already achieved, or not yet being addressed well in CSR's service quality improvement.

RESEARCH METHODOLOGY

Research Description

Qualitative research according to Hennink and Hutter (2011), is an approach that allows the researcher to examine people's experiences in detail, by using a specific set or research methods. According to Sutopo and Arief (2010) qualitative research study aimed to carry out a description and analysis; phenomena, events, social activities, attitudes, perception of any particular individual or group. Type of research done

in this paper is qualitative descriptive. According to Burhan (2013) descriptive approach concentrates in certain unit variable in order to get deeper data hence the depth of data is totally considered in this research type.

Research Subjects and Object

Research subject is a single member of selected group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2010). In determining the information, according Sarwono (2013), the similarity of industry can be used as a reference that can be learned. The research main sources are taken from companies who engaged in the cleaning service industry who have good customer satisfaction levels and adequate SOPs. Data collection method using purposive technique which mean sampling are based on the particular consideration (Sugiyono, 2013).

Subjects in this research are divided into two categories, which are 1) CSR competitors in cleaning services industry which are Best Maid, Miss Maids, and Resiek Apiek, 2) MIS Expert. According to Sugiyono (2012:38) definition of research object is an attribute or trait or value of people, objects or activities that have a certain variation defined by researchers to learn and then draw the conclusions". Object that the researcher use in this research is CSR cleaning service.

Data Collection Method

In this research the researcher will use interview and observation as its primary data. For the secondary data the researcher will use documentation. Primary data is data that are collected directly by researchers, normally from the result of observation towards the social situation and usually from the first hand using interview (Mukhtar, 2013). Secondary data sources are sources that indirectly provide data to data collectors, such as through a document (Sugiyono, 2012). According to Steward and Cash in Herdiansyah (2010) interview is an interaction in which there are exchange or rules, responsibilities, feelings, beliefs, motives and information. The researcher will interview the subjects mentioned as primary data and other internal and external data from CSR and its competitors such as documentation, customers' complaint data, etc.

Interview

Interview is also used as a main way of collecting data from individuals (Lapanet al, 2012). There are two major types of interviews which are 1) Semisctructured interviews, used to collect similar information from a larger sample of individuals, numbering at least twelve to fifteen and usually not more than ninety people. 2) In depth interviews, conducted with unique individuals or a small number of people for about one to two hours period. This method usually addresses specific topic, moving from less sensitive and more descriptive to more sensitive and more focused on personal meaning and feelings of the interviewers. Type of interview that the researcher use in this research is in depth interview to assure effectiveness in digging feedbacks and information from the research subjects.

Observation

Nasution in Sugiyono (2013) stated that observation is the source of knowledge, researchers can conduct research accurately through observation. researchers decided to choose observation because researchers will come directly to similar companies to observe their operational processes. The researcher will do observation directly throughout the competitors standard operating procedure by using the competitors services. Therefore the researchers can directly see the operational SOP activities of Resiek Apiek, Trusty, and miss maids. Therefore, the researcher can evaluate and analyze the operational process done by the and improve it.

Documentation

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic. Analyzing documents incorporates coding content into themes similar to how focus group or interview transcripts are analyzed.

Silverman (2011) stated about documentation: most organizations are awash with documentations. Record, spreadsheet, annual reports, procedure manuals, quarterly, monthly, memos, forms are just a few examples of the documentation. It can be found routinely in any organizational setting. In most examples, the researcher are focusing on the

documents content, and use the data as a guideline that tell us "what is going on" in the organization.

Data Validity and Reliability

In this research, the researcher use Triangulation method to validate the data. Triangulation method is a method performed by researchers in collecting and analyzing the data, meaning that the phenomenon studied can be well understood to obtain a high level of truth as seen from various viewpoints. In this research the validity of the data used is triangulation with data sources which compares between the data obtained from the different sources or informants (Afrizal, 2015).

Reliability refers to the level of degree consistency and data stabilization or findings. A reliable data is declared when two or more researchers in the same object produce the same data, or when a data is divided by two there's no different between. The goal is to minimize errors and biases (Emzir, 2010).

Data Analysis Method

Analytic decisions are generally made based on the research questions, the study model, and the types of data collected (Lapan et al, 2012). Analysis methods that the researcher will use on this research are:

1. Data are gathered from interviews with selected research subjects, observations, and internal/external documentations are classified into categories relevant to each aspect. This process is referred to as coding. Coding involves the classification of elements in text data into categories that are related to the study topic and are useful in analysis.
2. After coding, analysis will be done in operational aspect of the business. At which points does CSR need to improve, what have gone wrong throughout its operations that affected the service quality and customer satisfaction and how to make a standard operating procedure to make them better.
3. After analyzing the data, the improvement comes out in the form of rigid standard operating procedure for CSR in terms of its operational.

DATA ANALYSIS AND DISCUSSION

Company Overview

CSR as the abbreviation of Cleaning Service Residential is a company that provides cleaning services mainly in houses, offices, apartments, etc. Built on 2013 by a group of 3 students in Ciputra University. CSR office is located in West Surabaya at Jalan Sukomanunggal Jaya IX/11. CSR started to sell their services by using a group of 3 peoples cleaning the customer place. CSR was nearly bankrupt in the end of 2013, but was increasing in the early 2014 and keep developing until now. Currently, CSR have 17 employees, 12 employees for housekeeping, 2 employees as substitute, and 3 employees as outsource. CSR's customers are using CSR although they have housemaid in their house, because CSR do detailing that a regular maid can't do, such as, polishing the stainless steel, cleaning water reservoir, clean the ceiling above 7 meters or more, carport cleaning, detailing to the corner of the house, glass house above 4 meters, etc.

Eventhough CSR already have several customers, usually new customers always come and go because CSR can't give standardized service, different team different quality or things that the employees clean. It happens because CSR doesn't have operational SOP as the company guideline to standardized the services. The unstandardized service quality also affected the customer satisfaction level of CSR.

Standard Operating Procedure

After gathering data through several data collection methods which are observation, interviews, and documentation the researcher has identified some problems in the operations of CSR. First of all, CSR's existence as a growing cleaning service company aren't supported by a standard operating procedure to standardized its performance. Throughout 1.5 years of its operations, CSR only relies on the perspective and procedures communicated directly by the owners, which at many occasions don't serve as a trustworthy guideline for CSR employees to do his or her job according to the owners expected standard. As said by Lexy Pranata Budidharmanto Limbing, owner of Resiek Apiek (CSR's direct competitor). "*Ya kalau SOP… Menurut saya itu adalah suatu bagian penting*

*dalam suatu perusahaan. Ya jadi sudah merupakan suatu identitas dari suatu perusahaan bahwa suatu perusahaan wajib memiliki SOP sama saja seperti sebuah perusahaan itu membutuhkan suatu yang namanya perijinan untuk boleh mulai berusaha. Jadi tidak bisa dipisahkan, seperti itu."*Lexy Pranata's statement strengthens the need of SOP, Lexy Pranata said that for a company SOP is like an identity that the company should have, same as business permit a company must have, without permit a company can't run their business, whereas SOP, without SOP a company can't run their business properly. It is also said by Lenny Gunawan (MIS Expert),

"SOP adalah acuan yang terstandar sehingga setiap orang yang membacanya bisa mengerti maksudnya tanpa ada kebiasan. Tujuan dari SOP sendiri adalah sekali lagi untuk menetapkan standar, jadi ini mempermudah komunikasi baik orang yang lama maupun orang yang baru, bisa menetapkan dan menjalankan aktifitas dalam perusahaan itu maupun dokumen-dokumen yang harus disediakan dan dikumpulkan dengan tertata dan sesuai dengan deskripsi pekerjaannya."

Lenny Gunawan said that and SOP is a tools to standardized a business, therefore it will be a lot easier to do the operations. The purpose of SOP itself is to set a standard that a company or business owner expected. It is once again reinforced by Fandik which is the SPV of miss-maids (one of CSR's biggest competitors), *"Hmm… ya karena untuk sebagai standar dalam mengatur kualitas kerja anak-anak mungkin ya. Kalau tujuannya ya untuk itu tadi, menjadi standar mutu dari miss-maids sendiri. Supaya anak-anak juga nggak seenaknya dalam membersihkan. Paling tidak ada cara-caranya."*Fandik mentioned that SOP is used as standard to measure the quality of miss-maids workers, it also can maintain the quality of the workers. The purpose of SOP according to Fandik is to make a standard for all miss-maids workers. Therefore, at least there is a guideline for all workers on how to do the cleaning. Another statement also come from Erna Soetrisno (owner of best-maid) said,*"Tujuannya ya.. hmm.. ya sebagai standard ya, jadi mereka tidak bingung apa yang harus mereka kerjakan dan caranya bagaimana. Kalau tujuannya ya sebagai tolak ukur, agar memudahkan kita juga sih."*

It proved that almost all of the subjects agreed that SOP is needed by the company to standardized its performance and make the operations easier. From the current internal condition itself, a worker of CSR, Yati, complained that Mubin (CSR's new employees) are working without standard and knowledge about how to do the cleaning.*"Karyawan baru, Mubin, kinerjanya lambat, tidak tahu caranya membersihkan kaca dan kamar mandi, dan kalau Adi tidak bisa diatur, kemarin quadra Komplain.."*Yati's statement is reinforced by Adi's statement saying that Laila (CSR's new employee) are working so slow when cleaning the tables.*"Tadi pagi Laila pada saat di customer pagi, saya sudah selesai 2 kamar mandi, dia baru selesai mengelap 1 meja."*

These particular employees are complaining about their new partners, it happened because new employees aren't trained first by CSR, but directly work to the customers and trained by the team leader while working. Sometimes it slows the work of the senior employee. This problem occurs because the team leader doesn't know how to train them and doesn't have SOP as their guideline to train the new employees. From the statements the researcher can conclude that the purpose of SOP is to make a standard and identity for the company, SOP is like a soul for a business, therefore it can't be separated. And also an SOP can minimize bias that usually happens in cleaning services industry (because most of the operations are done by humans). As said by Lenny Gunawan,

> *"Sangat berpengaruh apalagi jika sangat rely on kualitas manusia, yang mana manusia itu.. hmm.. sangat tinggi human errornya atau ketidak ketelitiannya. Tetapi apabila kita lebih mengandalkan ke mesin yang sudah tersistem maka dia akan secara otomatis melakukan tugasnya dengan standar yang sudah ditetapkan. Dan apalagi dalam sector jasa yang sangat banyak dilakukan aktifitasnya oleh manusia.."*

Lenny Gunawan said that human has higher possibility of error rather than machine, moreover in cleaning services industry when all of the operations are done by human power. And from the internal decisions of the company, the owner chose to make SOP first rather than working on its HR, because basically SOP is a tools to measure and set the

perimeter for the employees what things that they have to comply and do. As said by Lexy Pranata,*Gini, kalau menurut saya, kalau kita mau memperbaiki SDM itu kan harus ada perimeternya atau alat ukurnya, sampai disana kamu memperbaiki, kalau kamu tidak punya perimeternya kan repot, nah perimeternya apa? Ya salah satunya sih menurut saya SOP. Jadi kalau kamu tanya sama saya apa yang lebih penting, sebenarnya memperbaiki sdm itu tidak penting? Ya penting, tetapi itu, kita harus menyiapkan alat ukurnya dulu.."*Lexy Pranata said that SOP is one of the measuring instrument to control HR, therefore if the company wants to increase the HR, the company have to make the SOP first in order to set the standard that the company or the business owner expected. This statement really support the urgency of CSR designing an standard operating procedure to improve its performance.

CONCLUSION AND SUGGESTION

Conclusion

From the data collection methods and research analysis conducted in this research, it is concluded that the current CSR's performance isn't good enough, especially in its operational aspect, it affects CSR service quality and customer satisfaction level. It happens because there's no written Standard Operating Procedure as the whole company guidelines, particularly for the employees. The result of this research is an operational Standard Operational Procedure so that the service quality provided by CSR can be genuinely consistent and have higher standard. Therefore, it will also increase the customer satisfaction level of CSR. Operational Standard Operating Procedure that have been choosen by CSR and can be executed properly to increase CSR performance are; 1) Office SOP in the morning, 2) Briefing SOP, 3) Arrival SOP (at the Customer) 4) Execution SOP consists of Toilet, Room, Kitchen, Living Room, Dining Room, Carport, Backyard, Front Porch, and Water Reservoir (special request), 5) Handover SOP, 6) Deaparture SOP (Afterwork), 7) Office SOP Afterwork. It is also hoped that the Standard Operating Procedure that made in this research can be an identity for CSR in the eyes of customers and all of Surabaya People.

Research Limitation and Suggestion

This research has research limitation, there are:

1) This research only Designing Operational SOP, but doesn't discuss about how to apply it to the company and whether the SOP is effective or not. 2) SOP are designed based on CSR's condition right now as small company in West Surabaya. The SOP will be adjusted in the future if needed. 3) SOP that made in this research is only operational SOP, while service quality is affected by high operational standard. Thus, the customer satisfaction level also affected by the increase of service quality.

After formulating and established the operational SOP, CSR's management have to apply it to the real business world. It expected to improve CSR service quality standard and customer satisfaction level. The implementation of SOP can be hard at times and also takes time, but in the end if applied correctly it will fix the company's performance. While applying the SOP made in this research, CSR have to do more observation whether the SOP is suitable for CSR and the market. If it's not, CSR owners are flexible enough to fix the SOP by asking feedback from the customers, do more observation from the competitors. A good company is company that can see the market conditions and adapt with the condition.

If the SOP composed as a result of this research is not working or doesn't have any effect on CSR's performance, then another research to redesign the SOP should be proposed again.

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APPENDIX

Figure 1
Sales data graphic of CSR year 2014-2015
Source: company's internal data, 2014-2015

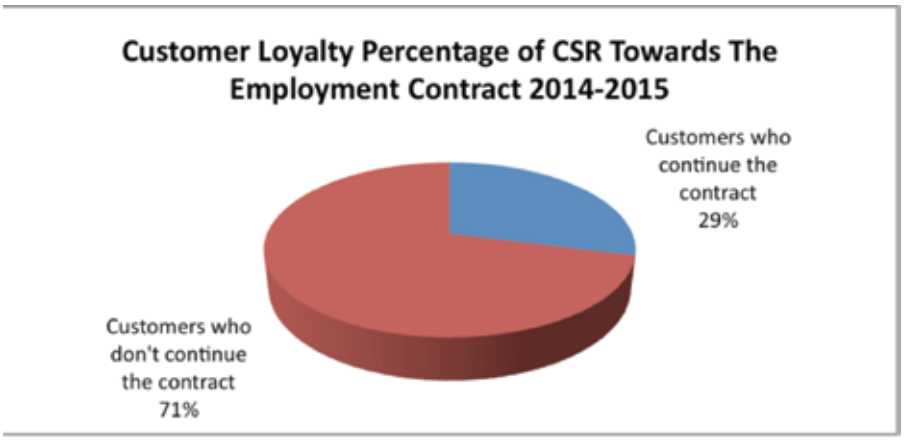

Figure 2
Customer loyalty percentage of CSR towards the employment contract
Source: Company's internal data 2014-2015

Table 1

Customer complaint data

No.	Name	Complaint	Problems
1.	Lani	They don't clean the kitchen and bathroom is still dirty	**Service quality**
2.	Maria	C team doesn't clean shoes shelf, D team does.	**Service quality**
3.	Liza	Bathroom wasn't clean, lack of fragrance	**Service quality**
4.	Lita	Pantry is not clean enough	**Service quality**
5.	Chelsia	Bad time management, D team doesn't organize the members well, B team are much more better.	**Service quality**
6.	Tutik	They didn't lobby the floor	**Service quality**
7.	Sugeng	Come late, the first team doesn't vacuum the floor, but the second team does.	**Service quality**
8.	Aniek	Noisy when cleaning	**Service quality**
9.	Ria	The A team are too slow, the C team are faster.	**Service quality**
10.	Sherly	Come late, go home early	**Service quality**

Source : company's internal data (2014-2015)