

Analysis of Standard Operational Procedure Submission of Special Ceiling for Sales Division

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Abstract

This study aims to analyze the standard operating procedure (SOP) for filing an exceptional ceiling for the sales division at PT. Semen Baturaja (Persero) Tbk. This study uses a qualitative research design with a case study approach. Data was collected through interviews, document analysis, and observation of the SOP submission process for the sales division at PT. Semen Baturaja (Persero) Tbk. This study's findings are whether the Standard Operational Procedure for Submission of Special Ceilings has been going well or not. Standard operating procedures that are running well are shown in the Special SOP for Ceiling Submission; this can happen because it is in the preparation process so that, in practice, SOPs can be easily understood and also efficiently implemented by distributors. While implementing the main things in the Standard Operating Procedures is good because it has been appropriately implemented in every job, there's just no workflow in the Sales Division. In addition, there are due distributor receivables, so it becomes an obstacle for distributors to apply for a Special Ceiling according to the Standard Operating Procedure (SOP). This research contributes to the literature on SOPs by highlighting the importance of well-defined and effectively implemented SOPs in the context of the sales division of PT. Semen Baturaja (Persero) Tbk. In addition, this study provides insight into the challenges and factors that may influence SOP implementation in this environment. Practical implications for the management of PT. Semen Baturaja (Persero) Tbk and sales division. The findings indicate the need for more detailed and simplified SOPs for special ceiling proposals to improve process efficiency. In addition, this study recommends that companies provide adequate training and support for employees involved in the process. This research is limited to one case study at PT. Semen Baturaja (Persero) Tbk and these findings may not be generalizable to other companies or industries. In addition, this study does not evaluate the impact of implementing improved SOPs on sales division performance. Future research can explore these areas and assess the effectiveness of various strategies to improve the unique ceiling application process in sales divisions in peer companies in Indonesia.

Keywords: Standard Operational Procedure (SOP); Sales Division; Efficiency

1. Introduction

The development that is happening in the current era of globalization has resulted in rapid changes, intense competition, and high uncertainty (Beaumont et al., 2022). The speed of development and change is relatively difficult to control, ultimately requiring companies to create and implement a standardized system (Gao & Lau, 2021). The system is expected to help regulate and control all operational activities carried out in accordance with the expectations of the company, so that the company can achieve its goals and win the competition in the current era of globalization. In the business environment, there are many situations where a company needs to submit a special request related to its operations. One example is a request for an increase in sales targets for the sales division. The process of submitting this special request requires clear and structured procedures to ensure that the request is submitted and processed in a timely and effective manner (Zur, 2021). In this context, the sales division needs to have a good Standard Operating Procedure (SOP) for submitting their special interests, especially regarding an increase in sales targets (Gehl et al., 2018). Standard Operating Procedures (SOPs) are an important aspect of business management that ensures that all tasks and processes are carried out efficiently and effectively (Steiner et al., 2021). Submitting a Special Ceiling for the Sales Division is an important process that requires a well-defined SOP to ensure that the sales team can operate within the allocated budget.

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Through this standard operating procedure analysis, the company can ensure that the process of submitting an increase in sales target is done correctly and efficiently. The analysis of SOP for submitting special interests from the sales division aims to evaluate the effectiveness of the current procedure, identify problems and obstacles in the process, and provide recommendations for improving its efficiency and effectiveness (Mykhailenko et al., 2020). By reviewing the existing SOP, the company can improve the process of submitting special interests, thereby helping the sales division achieve their sales targets more effectively (Barnell et al., 2019). Therefore, the analysis of SOP for submitting special interests from the sales division is very important to ensure that the company can run its business processes more effectively and efficiently (Danos et al., 2019). Various studies have been conducted on the importance of SOP in business management. According to a study by (Boyles et al., 2022; Sedivy, 2021), the implementation of SOP in organizations has been proven to increase productivity, reduce errors, and ensure consistency in the quality of products or services provided. In addition, research also shows that the lack of SOP in organizations can cause confusion, inefficiency, and errors in the process (Putri & Dona, 2019). By having a good and effective SOP, the company can ensure that the request for an increase in sales target from the sales division will be processed in a timely manner and meet all necessary requirements.

PT. Semen Baturaja (Persero) Tbk is an Indonesian state-owned enterprise engaged in cement production. As a company, PT. Semen Baturaja (Persero) Tbk has implemented Standard Operating Procedures in the special ceiling application operation. SOP is implemented to ensure that the activities carried out are more effective and efficient so that all activities run well, systematically, and according to the company's wishes (Hollmann et al., 2020). All operational activities of the company require a standardized system to know and control each distributor to carry out the cooperation of buying and selling cement through payments from banking institutions or in cash. The process of submitting a special ceiling application to distributors in this company is based on total outstanding receivables and sales targets. The submission of a special ceiling request for the sales division is a critical process that ensures the sales team operates within the allocated budget. However, there has been no specific research on the implementation of the standard operating procedures (SOP) for submitting special ceiling requests for the sales division. Therefore, this research will provide a detailed analysis of the SOP for submitting Special Ceiling Requests for the Sales Division, customized to the organization's needs. Additionally, the analysis in this research will explain the necessary steps and procedures in the submission process. This SOP will ensure that the sales team operates within the allocated budget while maximizing their sales potential. Furthermore, this analysis will provide insights into the benefits of implementing SOP in business management and how they can contribute to organizational success. Based on the above description, this research aims to analyze the Standard Operating Procedure for the Special Ceiling Request Submission for the Sales Division in PT. Semen Baturaja (Persero) Tbk.

2. Literature Review

2.1. Standard Operating Procedure (SOP)

Standard Operating Procedure (SOP) is a system that is designed to simplify, organize, and regulate our work. This system contains the sequence of processes for carrying out a task from start to finish (Dayan, 1979). According to Schmidt and Pierce (2016), Standard Operating Procedure is a written document that contains detailed, step-by-step, orderly, and systematic work procedures. Standard Operating Procedure in a company can ensure that every action or decision taken can run effectively and efficiently in accordance with the company's goals. According to Mager *et al.* (2007), Standard Operating Procedure or also known as "Procedure" is a clearer and more detailed document to describe the method used in implementing and carrying out the policies and activities of the organization as set out in the guidelines. Every company is required to have SOP because it is a guide on how the process of a job function can run smoothly, and can be a reference if something is found to be suboptimal in this case, ineffective and inefficient. Therefore, it can be concluded that Standard Operating Procedure is a collection of written documents containing detailed, step-by-step and systematic work procedures of all routine activities carried out by a company.

According to Petrigna *et al.* (2022) the indicators of Standard Operating Procedure consist of system analysis, task analysis, and work procedure analysis. System analysis is the activity of identifying the main functions in a job, and the steps needed to carry out the system functions and work procedures. The system is a combination of elements or units that are interrelated and mutually influential in such a way that they appear in the form of a whole, working, functioning or moving in a harmonious manner supported by a number of necessary procedures, while procedures are planned activities for handling work in a uniform and integrated manner. Task analysis is an in-depth and systematic

management process of a job, therefore task analysis is needed in every planning and organizational improvement. Task analysis is expected to provide information about the job, the nature of the job, the requirements of the position, and the responsibilities of the position. Work procedure analysis is the activity of identifying the sequence of job steps related to what is done, how it is done, when it is done, where it is done, and who does it. Procedures are obtained by planning various steps that are deemed necessary to carry out the related work, usually carried out by more than one person, which forms a certain way and is considered good for carrying out an important overall phase.

2.2. *Special Ceiling*

Ceiling is the maximum limit of the value of collateral provided by potential Distributors, where collateral can be in the form of Bank Guarantees and Deposits from banks, fixed assets that have been encumbered by the Deed of Burden of Mortgage Rights (APHT), and/or movable property that has been pledged through a process of transfer of ownership rights where the collateral provided is in the form of Fiduciary, third-party distributor financing or banks that have cooperation with the company and payment facilities in the form of SKBDN and SCF issued by Banking Institutions (Cui et al., 2019). Special Ceiling is a ceiling without collateral and/or a ceiling based on collateral of financing and payment facilities from banking institutions. Sales program is a program to achieve sales targets issued within a certain period with a predetermined scheme (Balendra et al., 2019). Joint Account (Escrow Account) is an account provided by a third party to be able to accommodate and distribute money to parties involved in buying and selling activities. Supply Chain Financing (SCF) is financing from a financing institution using collateral in the form of a work contract/invoice/Delivery Order (DO) from a distributor.

3. **Research Method and Materials**

This research will use a qualitative method with a case study approach, meaning that it will describe or portray various characteristics of data, such as how far the Standard Operating Procedure for Special Ceiling Application in the Sales Division has been implemented (Neuman, 2014; Patton, 2002). The participants in this research are managers and employees of the Sales Division of PT. Semen Baturaja (Persero) Tbk who are responsible for submitting special ceilings. The participant criteria require them to have sufficient experience and knowledge about the special ceiling submission procedures and at least 1 year of experience in interacting with distributors. The sources or types of data to be used will consist of primary and secondary data. Primary data will be collected directly from the object of the research, PT. Semen Baturaja (Persero) Tbk, through observation and interviews. Observation is carried out when the participants submit the Special Ceiling application for the Sales Division, by directly observing the process of submitting the ceiling, including the process of collecting the required data and documents. The researcher will take notes regarding the process and record any interesting aspects to be analyzed. Meanwhile, the interview is conducted after the observation process is completed. The researcher creates a list of questions related to the submission of the Special Ceiling for the Sales Division and conducts interviews directly with the participants to obtain more detailed information about the process. The interview can be conducted face-to-face outside of the company's operational hours. The duration of the interview is around 30-45 minutes in order to obtain sufficient and adequate information from the participants. Meanwhile, secondary data will be obtained by searching for journals, articles, and books related to this research. Data analysis is a process of systematically searching and arranging the data obtained from interviews and observations, organizing them into patterns, selecting what is important to study, and making conclusions that are easily understood by oneself and others. This data analysis will be inductive, meaning that it will be based on the data obtained (Friese, 2012).

4. **Results and Discussion**

4.1. *Implementation of Seven Key Elements in Standard Operating Procedures at PT. Semen Baturaja (Persero) Tbk*

In this research on standard operating procedures, the researcher will discuss the seven key elements of standard operating procedures according to the theory of Joko Dwi Santoso to gain a better understanding of SOP in 2014, which consists of Efficiency, Consistency, Error Minimization, Problem Solving, Employee Protection, Workflow Mapping, and Defense Limits.

4.2. *Efficiency*

Efficiency is a job done correctly and without wasting time, energy, and costs. One indicator in implementing SOP is efficiency because it can be interpreted as accuracy. Standard Operating Procedures must have an element of efficiency because all work activities are expected to be carried out accurately and not just quickly, in accordance with the desired objectives and targets. The Standard Operating Procedures implemented by PT. Semen Baturaja (Persero) Tbk are very flexible. The flexible SOPs can make employees feel comfortable and more productive in their work. As a result, every job done is according to what has been planned to achieve the desired targets, and PT. Semen Baturaja (Persero) Tbk has applied SOPs that are suitable and timely in doing their work. Therefore, PT. Semen Baturaja (Persero) Tbk has implemented efficient SOPs in working with every employee to finish their job on time.

4.3. *Consistency*

Consistency is the second indicator in implementing SOP, which means as a determination within the organization or can also be interpreted as a measure that shows how far activities can be carried out in accordance with the principles or provisions that have been established as accuracy or work procedures. Therefore, all work activities must be applied consistently, all of which must have high discipline. Without discipline, consistency will never be achieved, so SOP must be consistently implemented over time and by anyone, as this is closely related to the progress of the company. Standard Operating Procedures at PT. Semen Baturaja (Persero) Tbk have been implemented for a long time and to this day, it is one form of consistency in implementing SOP. PT. Semen Baturaja (Persero) Tbk conducts audits for employees to monitor and know what employees have done. However, employee discipline is still not well implemented, with many employees arriving late to the office. In the consistency SOP of PT. Semen Baturaja (Persero) Tbk, which should be determined as accuracy and all of which must have high discipline, it is still lacking in implementing SOP consistency. Therefore, SOP at PT. Semen Baturaja (Persero) Tbk has not been fully implemented properly.

4.4. *Minimizing Errors*

A clear systematics in the Standard Operating Procedure implemented by the company can be a definite guide or work procedure that will guide organizational members in carrying out their work in a directed and systematic manner. Minimizing errors is one of the indicators in implementing SOP according to Joko Dwi Santosa's theory (2014). With clear rule systematics, minimizing errors is expected to reduce errors in labor areas carried out by employees. Efforts made by PT. Semen Baturaja (Persero) Tbk to minimize errors in implementing SOP while working for employees is by auditing employees to review how SOP is implemented and the work performed by employees. SOP at PT. Semen Baturaja (Persero) Tbk is already included in the SOP to minimize errors because every year, audits are conducted for each employee on the work they do. Therefore, SOP at PT. Semen Baturaja (Persero) Tbk can handle minimizing errors because employees have implemented this SOP properly.

4.5. *Problem-solving*

Standard operating procedures are expected to be one of the instruments in problem-solving that may arise during work activities carried out within a company or organization. Problem-solving is one of the main things in SOP because conflicts often occur due to work matters in the company. If the applied standard operating procedures are properly composed and include problem-solving, then if a conflict arises, both parties must comply with the SOP. Therefore, a good standard operating procedure is needed that includes things in problem-solving. At PT. Semen Baturaja (Persero) Tbk, a standard operating procedure on the prevention of potential conflicts has been implemented so that if there is a problem, employees will follow the rules of the SOP. The SOP on problem-solving at PT. Semen Baturaja (Persero) Tbk has implemented sanctions against employees who have conflicts with other employees. Therefore, the problem-solving SOP at PT. Semen Baturaja (Persero) Tbk has been implemented properly because every conflict that occurs has been subject to sanctions according to the applicable rules.

4.6. *Worker Protection*

Worker protection is a definite step that includes all procedures to protect each human resource in the company from potential responsibility and various personal employee issues so as not to mix with work. Standard operating procedures

that include worker protection can be a guarantee for companies to protect their employees so that they are protected from accidents while carrying out their work. In working, employees certainly hope to be kept away from various dangers. In addition, employees also need economic, social, and technical protection. Economic protection is related to fair income, while social protection concerns job health insurance. At PT. Semen Baturaja (Persero) Tbk, SOPs on worker safety have been implemented because the company prioritizes the health and safety of its employees while working. Every job is carried out in accordance with the long-established SOP. Every employee who has a work accident or illness has been determined and given allowances for safety and health at work. Therefore, PT. Semen Baturaja (Persero) has implemented SOPs for employee safety and health as established, because protecting employees is essential.

4.7. *Work Map*

A work map is a structured pattern of activities that allows a task to be executed in an individual's mind as a definite habit, ensuring that the activity performed remains focused and does not stray off course. Mapping a task must be in accordance with the employee's capabilities, so that the executed activity runs effectively and efficiently. The existence of standard operating procedures is expected to make the work pattern more focused and not stray off course, related to efficiency in SOPs. Mapping a job accurately will certainly help the company progress. In addition, related to the main points in other SOPs, namely consistency, a clear work map will support more disciplined activities. Thus, the expected progress of the company can be achieved. PT. Semen Baturaja (Persero) Tbk's standard operating procedures have implemented work mapping in the process of interaction from the Sales Division's work plan to performance evaluation. The work map SOP is made so that employees know what work needs to be done to achieve the planned quality targets. Therefore, each employee knows what has been planned by looking at the work mapping, but there is no work flow created to know what will be done for future targets.

4.8. *Defense Limits*

This indicator contains defense fortifications or defense steps to resist external inspections from changing or shaking an organization. SOPs are expected to become a sturdy defense barrier because all company activities have been clearly stated procedurally. Therefore, inspections that come from outside cannot change things that are already included in the SOP. The standard operating procedure implemented by PT. Semen Baturaja (Persero) Tbk plays a crucial role in regulating cooperation with other parties. This is done as one form of a strong defense barrier for the company because all company activities and cooperation have been clearly and systematically stated procedurally. At PT. Semen Baturaja (Persero) Tbk, limits have been set for each party so that they do not undermine the defense barrier limits procedurally. Therefore, this defense limits SOP has been well implemented by PT. Semen Baturaja (Persero) Tbk.

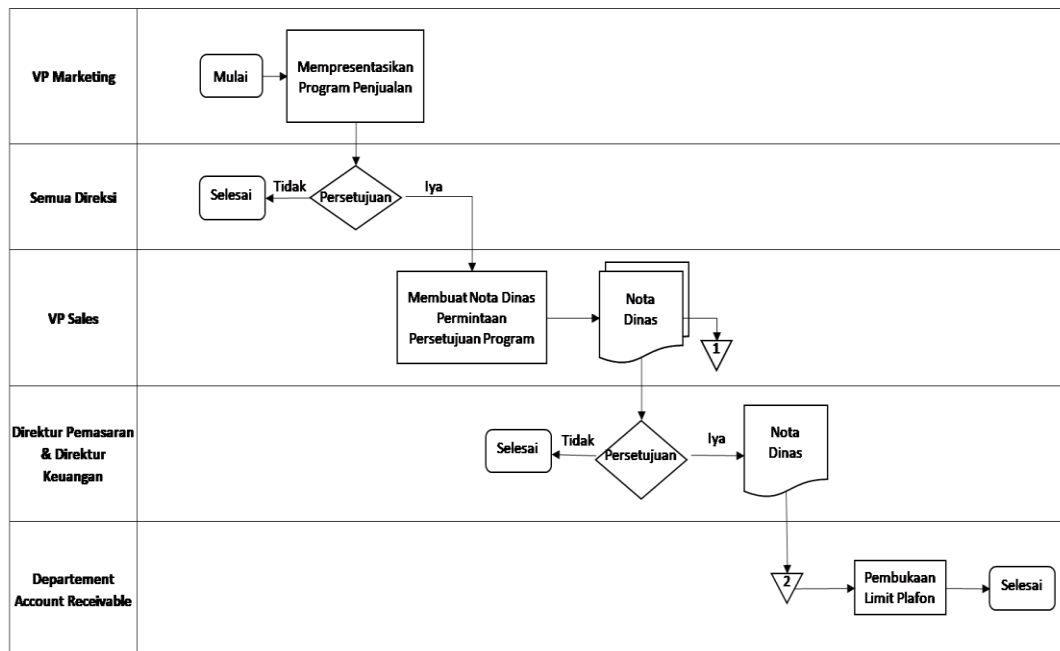
In summary, in the seven key implementations of the Standard Operating Procedure, there are still some that have not been well implemented by employees. In terms of consistency in the SOP, there are still employees who lack discipline in performing their tasks, whereas consistency in the SOP requires high discipline so that the SOP can be executed properly. In the process map, the employees have already understood and applied the work process mapping well. However, there is still no workflow, so employees sometimes do not know the future targets because the workflow is not yet in place. In this study, it was found that employees still have difficulties in implementing some key elements of the Standard Operating Procedure (SOP) and lack of employee discipline in consistently implementing the SOP. This is consistent with previous research by Novrianti and Jumaren (2019) who found that the lack of clarity in the SOP workflow can affect the effectiveness of its implementation, and research by Gabriele (2018) who found that employee discipline in implementing the SOP is crucial to achieving organizational goals. However, this study also found that employees have understood and applied the process map well. This is different from previous research by Haya and Tambunan (2022) who found that the lack of supervision and coordination with external parties such as distributors can hinder the implementation of the SOP.

4.9. *Standard Operating Procedure (SOP) Analysis for Special Credit Line Application in Sales Division of PT. Semen Baturaja (Persero) Tbk*

Standard Operating Procedures play a crucial role in every business. Each business has its own unique SOP, and every company has its own leadership style and best practices. Developing and implementing SOPs are essential for organizational growth and sustainability. The SOP in the Sales Division of PT. Semen Baturaja (Persero) Tbk is designed to ensure that all employees perform their jobs uniformly and produce the same output. The existence of SOPs

is also expected to reduce errors and issues that arise in job performance. SOPs have been consistently applied in daily activities. Special credit line application in PT. Semen Baturaja (Persero) Tbk is an unsecured credit line or credit line based on collateral and payment facilities from banking institutions. Potential distributors can provide collateral in the form of bank guarantees and deposits, fixed assets that have been bound by the deed of mortgage (APHT), or movable assets that have been bound by the process of transferring ownership rights in the form of fiduciary collateral, distributor financing from third parties or banks that have cooperation with the company, and payment guarantee facilities in the form of Domestic Documented Credit (SKBDN) and Supply Chain Financing (SCF) issued by banking institutions.

Distributors who can apply for a special credit line are those who have been distributors for more than 1 year and meet the criteria for special credit line applications approved by the Marketing Director, Finance Director, and CEO. Distributors with overdue receivables can apply for a special credit line based on the consideration of the Vice President of Sales (VP) through achieving sales targets. If the distributor meets the criteria with such consideration, they can apply for a special credit line. The use of an escrow account is intended for distributors who supply cement to government projects and/or BUMN projects funded by the state budget, and BUMD distributors who supply cement to BUMD projects. After approval by the CEO, VP Sales will send a request for approval program memo to the CEO.



Source: Company Documents, 2023

Figure 1. SOP for Submission of Special Ceilings

Success in implementing highly flexible Standard Operating Procedures like the one applied by PT. Semen Baturaja (Persero) Tbk depends heavily on how each employee can wisely handle the Special Ceiling Request Standard Operating Procedure. Because there are still distributors who have overdue debts to the company, this becomes a constraint in implementing the Standard Operating Procedure. Based on the results of interviews and observations conducted by the author at PT. Semen Baturaja (Persero) Tbk, the research found that the Special Ceiling Request Standard Operating Procedure has been implemented. However, in the process, it was found that there are both well-implemented and poorly-implemented aspects of the Standard Operating Procedure for Special Ceiling Requests. The well-implemented Standard Operating Procedure can be found in the Special Ceiling Request SOP diagram, which can be easily understood and applied by distributors because of its development process. On the other hand, the poorly-implemented Standard Operating Procedure can be found in the overdue debts of distributors. Distributors with overdue debts will continue to work with the company to achieve their sales targets. If the sales target is met and in line with expectations, the distributor can make a special cash ceiling request or do so through a banking institution. There is also no Standard Operating Procedure workflow for employees, making it difficult for them to understand the SOP workflow.

In this research, several findings were found related to the implementation of Standard Operating Procedures (SOP) in the Sales Division of PT. Semen Baturaja (Persero) Tbk, including unclear SOP workflow, outstanding distributor debts, and lack of employee discipline in consistently applying SOP. These findings are in line with previous research, such as the study by Sipayung et al. (2022) that found unclear SOP workflow can affect its effectiveness, and the study by Arief (2020) that found a lack of supervision and coordination with external parties such as distributors can hinder SOP implementation. Furthermore, previous research by Hidayattulloh and Ridwan (2019) also found that employee discipline in implementing SOP is crucial to achieve organizational goals. Therefore, the findings of this research can serve as a basis for the company to improve the effectiveness of SOP implementation by developing more detailed and transparent SOPs, improving supervision and coordination with distributors, and providing training and focused supervision for employees to improve their discipline in applying SOP. Overall, it can be concluded that the implementation of the SOP for Special Ceiling Submission at PT. Semen Baturaja (Persero) Tbk has strengths and weaknesses. Although this SOP has been implemented, there are still several challenges that need to be addressed to ensure its success. To overcome these challenges, the company needs to improve employee discipline and discretion in responding to SOPs, as well as developing clear and easily understood SOP workflows for employees. In this regard, it is important for the company to continue evaluating and improving the implementation of SOPs, to increase the overall operational effectiveness and efficiency of the company.

5. Conclusion

The study highlights the presence of both successful and unsuccessful implementation of the Standard Operating Procedure (SOP) for Special Ceiling Submission in the company. While the SOP has been well-developed and easy to understand, some critical aspects of it have not been fully implemented, particularly in the Sales Division. Additionally, there have been instances of delayed submission due to outstanding payments, which hinders distributors from following the SOP. Furthermore, some employees lack discipline in adhering to the SOP, which affects its consistency. The study recommends that Sales Division employees promptly confirm outstanding payments to avoid delays and follow an established SOP for their work. Additionally, employees need to improve their discipline to achieve consistency in their work. In conclusion, the study provides valuable insights into the implementation of SOP and highlights areas for improvement to enhance the effectiveness of the SOP in the company. The study's limitations include a narrow focus and failure to explore reasons for lack of adherence and potential impacts of delayed submission. Future research should consider other factors, investigate solutions to improve adherence, minimize negative impacts, and examine the effectiveness of proposed solutions to improve the implementation of SOP for Special Ceiling Submission. In addition, future research should examine other factors that may affect the implementation process and seek solutions to improve compliance with SOPs while minimizing negative impacts

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