

ABSTRAK

Standar Operasional Prosedur (SOP) kepegawaian merupakan pedoman tertulis yang menjadi acuan pelaksanaan pekerjaan agar berjalan konsisten, efisien, dan dapat dipertanggungjawabkan. Namun, keberadaan SOP tidak secara otomatis menjamin tercapainya efektivitas kerja apabila implementasinya belum berjalan optimal. Fenomena tersebut ditemukan pada PT. Syaamil Group, yang telah menerapkan SOP kepegawaian tetapi masih menghadapi persoalan berupa perbedaan pemahaman prosedur, ketidakkonsistenan pelaksanaan, komunikasi lintas divisi yang belum optimal, serta keterlambatan proses administrasi. Penelitian ini bertujuan untuk mengetahui dan mendeskripsikan implementasi SOP kepegawaian, efektivitas kerja karyawan dalam penerapan SOP kepegawaian, serta menganalisis faktor pendukung dan penghambat implementasi SOP kepegawaian dalam mendukung efektivitas kerja karyawan pada PT. Syaamil Group.

Penelitian ini menggunakan pendekatan kualitatif dengan jenis penelitian studi kasus (*case study*). Penentuan informan dilakukan secara *purposive sampling*, yang terdiri atas empat informan kunci dari bagian *Human Capital* dan empat informan pendukung dari unit kerja terkait. Data dikumpulkan melalui observasi, wawancara mendalam, dan dokumentasi, kemudian dianalisis melalui reduksi data, penyajian data, dan penarikan simpulan, sedangkan keabsahan data diuji menggunakan triangulasi. Implementasi SOP dianalisis melalui aspek kejelasan alur kerja, konsistensi kerja, dan efisiensi proses, sementara efektivitas kerja dianalisis melalui tiga unsur menurut Aryati (2024:3), yaitu menyesuaikan diri, prestasi kerja, dan kepuasan kerja.

Hasil penelitian menunjukkan bahwa implementasi SOP kepegawaian pada PT. Syaamil Group secara umum sudah berjalan cukup baik, terutama dalam memberikan pedoman kerja, mendukung proses verifikasi berlapis, dan menjaga konsistensi pelaksanaan tugas, meskipun belum sepenuhnya optimal karena masih ditemukan perbedaan pemahaman pada pegawai baru dan dominasi proses administrasi manual. Efektivitas kerja karyawan tergolong cukup baik, ditunjukkan oleh kemampuan menyesuaikan diri terhadap SOP, kualitas hasil kerja yang memenuhi standar organisasi, serta kondisi kerja yang mendukung kepuasan kerja. Faktor pendukung meliputi ketersediaan dokumen SOP dan *flowchart* yang mudah dipahami, verifikasi berlapis, pemanfaatan SOP sebagai materi *onboarding* dan dasar penilaian KPI, serta mekanisme *approval* berjenjang. Adapun faktor penghambatnya meliputi pemahaman SOP yang belum merata, situasi mendesak di luar alur SOP, keterbatasan digitalisasi, keterlambatan data antardivisi, gangguan sistem, serta komunikasi lintas divisi yang belum optimal. Perusahaan disarankan meningkatkan sosialisasi dan pendampingan SOP secara berkala serta mempercepat digitalisasi sistem administrasi kepegawaian.

Kata Kunci: Implementasi SOP, Standar Operasional Prosedur Kepegawaian, Efektivitas Kerja, Karyawan, PT. Syaamil Group

ABSTRACT

Personnel Standard Operating Procedures (SOP) are written guidelines used as a reference in carrying out work so that it can be performed consistently, efficiently, and accountably. However, the existence of an SOP does not automatically guarantee work effectiveness if its implementation is not yet optimal. This phenomenon was found at PT. Syaamil Group, which has implemented personnel SOPs but still faces problems such as differences in the understanding of procedures, inconsistency in implementation, less than optimal cross divisional communication, and delays in administrative processes. This study aims to identify and describe the implementation of personnel SOPs, the work effectiveness of employees in implementing personnel SOPs, and to analyze the supporting and inhibiting factors of personnel SOP implementation in supporting employee work effectiveness at PT. Syaamil Group.

This study used a qualitative approach with a case study research design. The informants were determined through purposive sampling, consisting of four key informants from the Human Capital division and four supporting informants from related work units. Data were collected through observation, in depth interviews, and documentation, and analyzed through data reduction, data display, and drawing conclusions, while data validity was tested using triangulation. The implementation of SOPs was analyzed through the aspects of workflow clarity, work consistency, and process efficiency, whereas work effectiveness was analyzed through three elements proposed by Aryati (2024:3), namely adaptability, work achievement, and job satisfaction.

The results show that the implementation of personnel SOPs at PT. Syaamil Group has generally been running quite well, particularly in providing work guidelines, supporting multi level verification processes, and maintaining consistency in carrying out tasks, although it is not yet fully optimal because differences in understanding among new employees and the dominance of manual administrative processes are still found. Employee work effectiveness is considered quite good, as shown by the ability to adapt to SOPs, the quality of work that meets organizational standards, and working conditions that support job satisfaction. The supporting factors include the availability of easily understood SOP documents and flowcharts, multi level verification, the use of SOPs as onboarding material and as a basis for KPI assessment, and tiered approval mechanisms. Meanwhile, the inhibiting factors include uneven understanding of SOPs, urgent situations outside the SOP flow, limited digitalization, delays in inter divisional data, system disruptions, and less than optimal cross divisional communication. The company is advised to improve the regular socialization and mentoring of SOPs and to accelerate the digitalization of personnel administration systems.

Keywords: SOP Implementation, Personnel Standard Operating Procedures, Work Effectiveness, Employees, PT. Syaamil Group