

**Improving Employee Discipline, Performance and Consumer Service
Post SOP (Standard Operating Procedure) Training
(Case Study at the Regional Owned Enterprise (BUMD) PD. SPR Public
Fuel Filling Station, Rokan Hilir Regency)**

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ABSTRACT

This study aims to analyze the improvement of employee performance and customer service at the Public Fuel Filling Station (SPBU) of the Regional Owned Enterprise (BUMD) PD. Sarana Pembangunan Rokan Hilir through Standard Operating Procedure (SOP) training. The Public Fuel Filling Station, which was established in 2005, experienced various challenges in terms of employee discipline and performance, which had an impact on customer satisfaction. Many employees did not understand the correct operational procedures, causing complaints from consumers regarding unfriendly service and employee absence during working hours. The SOP training held on September 5, 2023 aims to improve the technical and non-technical competencies of employees, as well as build character through collaboration with the Kodim 0321. This program is expected to reduce operational errors and increase productivity, along with the increasing number of vehicles that require satisfactory Public Fuel Filling Station services. With this training, it is hoped that employees can provide better service to consumers, improve discipline, and ultimately support local revenue by increasing BUMD profits. The results of this study are expected to provide recommendations for management in designing effective ongoing training programs.

Keywords : *Employee Performance Improvement, Public Fuel Filling Station Consumer Service, Standard Operating Procedure (SOP) Training, Employee Work Discipline*

1. INTRODUCTION

The Public Fuel Filling Station (SPBU) owned by the Business Entity through PD. Sarana Pembangunan Rokan Hilir was established in 2005 after the formation of the BUMD PD. SPR itself is based on Regional Regulation Number 25 of 2002 concerning the Establishment of the Regional Company Sarana Pembangunan Rokan Hilir.

In the management of Public Fuel Filling Stations, even when the Public Fuel Filling Station of BUMD PD.SPR was established in 2005, there was special training for several employees, but with the development and changes in the number/personnel of employees, comprehensive training has never been carried out, especially in order to carry out activities with standard operating procedures for Public Fuel Filling Stations, both in terms of service to consumers, discipline and overall performance in order to provide profit income to BUMD PD. SPR and its estuary for local revenue. So that many of the employees of the Public Fuel Filling Station of BUMD PD. SPR have not been optimal in carrying out their duties and responsibilities to the point of deviating from the provisions that should be carried out. There are consumers who complain about the service and performance of Public Fuel Filling Station employees such as employees who are not friendly in serving consumers, operators are not at the nozzle pump when consumers need fuel, there is a lack of money deposited at the cashier when changing shifts and lack of employee discipline as evidenced by the absence of employees during working hours/working days is a phenomenon that needs to be studied for the factors that influence it.

Table 1. List Employees of the Public Fuel Filling Station of the BUMD PD. Sarana Pembangunan Rokan Downstream

No	Employee Name	Position/Status	SP1	SP2	Suspension	SP 3	Dismissed	Step Back
1	Zaniwar	Public Fuel Filling Station Manager	-	-	-	-	-	-
2	Nazwardi Djuned	General Division Supervisor	-	-	-	-	-	-
3	Surya Efendi, S.Ikom	Adm and QC Staff	-	-	-	-	-	-
4	Ruslan	QC Staff	-	-	-	-	-	-
5	Wirdatul Jannah, SE	Adm/Peg/Promo/PR Staff	-	-	-	-	-	-
6	The Greatest Showman	Assistant Adm Staff	C & F	C & F	-	-	-	-
7	July Andawati	Finance Staff	-	-	-	-	-	-
8	Herni Nora	Finance Staff	-	-	-	-	-	H

No	Employee Name	Position/Status	SP1	SP2	Suspension	SP 3	Dismissed	Step Back
9	Yesi Lovita	Finance Adm Staff	-	-	-	-	-	-
10	Mr. Erwandi	Head of Shift I	E	-	-	-	-	-
11	Sahlan	Head of Shift II	E	-	-	-	-	-
12	Mr. Effendi	Operator	E	-	-	-	-	-
13	Handrian	Operator	E	-	-	-	-	-
14	Azra'i	Operator	E	-	-	-	-	-
15	English	Operator	E	-	-	-	-	-
16	The Sukurniawan	Operator	E	-	-	-	-	-
17	Asroni	Operator	E	-	-	-	-	-
18	English	Operator	E	G	-	-	-	-
19	English	Operator	E	G	-	-	-	-
20	Ronnie	Operator	E	G	-	-	-	-
21	English	Operator	F	A	B, E, F & G	-	-	-
22	Rahmad	Operator	E	G	-	-	-	-
23	Ryan	Operator	E	-	-	-	-	-
24	Rendra Wirdana	Operator	E	-	-	-	-	-
25	Nora Askin	Operator	E	-	-	-	-	-
26	The Noble Wind	Cashier	-	-	-	-	C	-
27	English	Cashier	G	-	-	-	-	-
28	Inner	Cleaning Services	-	-	-	-	-	-
29	Nurbaiti	Cleaning Services	C & D	-	-	-	-	-
30	Syafri	Security	-	-	-	-	-	-
31	Asmadi	Security	-	-	-	-	-	-
32	The Great	Security	-	-	-	-	-	-
33	Muhammad Azwandi	Security	F	A	-	-	-	-

Notes :

Mistakes made by employees that result in sanctions:

A. Physically fighting with fellow employees

B. Physically fighting with consumers

No	Employee Name	Position/Status	SP1	SP2	Suspension	SP 3	Dismissed	Step Back
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C. Not disciplined (always absent)

D. Not disciplined (often absent from work)

E. Serving consumers of pumped jerrycans is prohibited

F. Not responsible for work

G. Harming the Company's finances

Source : General Division of BUMD PD. Sarana Pembangunan Rokan Hilir, 2017

Therefore, to support this cultural change, the Management has implemented a training and development program for all employees. This training should not only focus on technical skills, but also on developing interpersonal competencies, such as communication skills, leadership, and conflict resolution. This training program equips employees with the skills needed to work more effectively in a more collaborative environment.

SOP training is a crucial step in improving employee efficiency and effectiveness. With structured training, employees will better understand the correct work procedures, thereby reducing errors and increasing productivity. Training also helps in developing technical and non-technical skills, which are essential for optimal customer service.

On Tuesday to Thursday, 5 to 7 September 2023, the Regional-Owned Enterprise, the Rohil Regional Development Facility Company (BUMD PD SPR) has held training on standard operating procedures for Public Fuel Filling Station employees in serving consumers and occupational health and safety (K3) training at Kodim 0321 Rokan Hilir, to improve performance, improve discipline, improve service to consumers and to improve their character (character building), through a partnership with the Kodim to be able to provide refreshing brain storming.

The training carried out related to knowledge material that if obtained together, there will be uniformity so that it is easy to coordinate. All of these materials are expected to be obtained by participants. Since the establishment of the Public Fuel Filling Station, there has been basic material from Pertamina, but in this training, starting from its SOP to its service, it was refreshed again, so it is hoped that this training can increase employee insight. The Kodim as an external party also provided a view of the perception of how all employees should behave. Moreover, with the increasing number of vehicles and consumers, of course it must be better than before.

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Table 2. Increase in Number of Vehicles (2020-2022)

Types of motor vehicles	Types of motor vehicles Development of the Number of Motor Vehicles by Type (Unit)		
	2020	2021	2022
Passenger Car	15,797,746	16,413,348	17,168,862
Bus Car	233,261	237,566	243,450
Goods Car	5,083,405	5,299,361	5,544,173
Motorcycle	115.023.039	120,042,298	125,305,332
Amount	136.137.451	141,992,573	148,261,817

Source : Central Statistics Agency

From the data showing the increase in the number of vehicles in Indonesia in the table above, we can clearly see that the increase in the number of vehicles must of course be balanced with the increase in the need for fuel oil which is met by Public Fuel Filling Stations (SPBU). SPBU is a company engaged in distributing fuel oil directly to customers and at the same time providing maximum service to consumers, with the aim of providing satisfaction to consumers and increasing sales.

2. THEORETICAL BASIS

2.1. Basic Theory

In the context of improving employee discipline and performance as well as customer service at the Public Fuel Filling Station (SPBU) of the BUMD PD. Sarana Pembangunan Rokan Hilir, Standard Operating Procedure (SOP) training is crucial. The theoretical basis of this study can be divided into several main aspects:

1) Human Resource Management Theory

Human resource management (HRM) focuses on the development of individuals within an organization to achieve common goals. According to Dessler (2013), training and development is an integral part of HRM that aims to improve employee skills, knowledge, and attitudes. SOP training at Public Fuel Filling Stations is expected to improve employee understanding of correct work procedures, thereby reducing operational errors and increasing productivity.

2) Customer Service Theory

Customer service is an interaction between a service provider and a customer that aims to meet customer needs. Zeithaml et al. (2013) stated that service quality is greatly influenced by employee competence in carrying out their duties. With SOP training, employees are expected to be able to provide better service, which leads to increased customer satisfaction.

3) Work Discipline Theory

Work discipline is employee behavior in complying with the rules and procedures set by the organization. According to Gellerman (1968), good work discipline contributes to operational efficiency and productivity. SOP training aims to build awareness of the importance of discipline in carrying out tasks, so that employees are more obedient to existing work hours and procedures.

4) Adult Learning Theory

Adult learning theory, as explained by Knowles (1980), emphasizes that adults learn differently than children. They prefer to learn through practical experiences and relevance to their work. Therefore, SOP training at Public Fuel Filling Stations should be designed to be interactive and applicable, considering the background and work experience of employees.

5) Motivation Theory

Motivation plays a vital role in employee performance. Motivation theories such as Maslow's Hierarchy of Needs suggest that basic needs must be met before an individual can reach their full potential (Maslow, 1943). In the context of a Public Fuel Filling Station, management needs to create a supportive work environment so that employees feel valued and motivated to improve their discipline and performance.

6) Implementation of SOP in Practice

The implementation of SOPs not only serves as a work guide but also as a tool for performance evaluation. With clear SOPs, management can assess employee performance objectively. This is in line with previous research showing that consistent implementation of SOPs can reduce operational errors and increase efficiency (Fahrizawati, 2024).

On the other hand, the theory of performance will be specifically described.

7) Performance

Human resources are vital assets of the organization because their role in implementing the strategy is very important, namely as the subject of implementing the organization's strategy. These human resources are people in the organization who are directly related to their work in the organization. Etymologically, performance comes from the word work achievement (performance).

7.1. Definition of Performance

The definition of performance according to Armstrong (2006:119), is "Performance is often defined simply in output terms-the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it". Performance is not only the end result that is seen but we can see the performance process by seeing how people achieve it. Then Ivancevich (2010:229), said that performance is the achievement of employee work results in a certain period of time to achieve organizational goals. While Colquitt, LePine, and Wesson (2009:37), define performance as "Job performance is a formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment". Performance is the behavior of employee contributions either positively or negatively to organizational goals.

According to Prawirosentono (2008:2), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve organizational goals legally, without violating the law and in accordance with morals and ethics. Then according to Curtis (2001:244), "performance is behavior that has been evaluated in terms of its contribution to the goals of the organization". Performance is behavior that has been evaluated for its contribution to achieving organizational goals.

The participation of participants in the organization is regulated by the existence of a distinction in the granting of authority and responsibility. With clear authority and responsibility delegated to each participant in the organization, their performance should be good. In practice, the work motivation and expectations of the

participants in the organization are reflected in the disciplined behavior and initiative of the participants. Behavior related to discipline, initiative, authority and responsibility will reflect whether the organization is running efficiently and effectively or not. This effectiveness and efficiency will ultimately determine the performance of the organization.

7.2. Performance Measurement

According to Whittaker in Sedarmayanti (2014:195), performance measurement is used to assess the achievement of goals and objectives. The performance measurement system usually consists of a systematic method in setting goals and objectives and periodic reporting that indicates the realization of the achievement of the target goals. Likewise, performance measurement is used to assess the success or failure of the implementation of activities or programs or policies in accordance with the targets and objectives that have been set in order to realize the mission and vision of the organization.

Performance measurement systems can help leaders monitor the strategic implementation of activities by comparing actual results with strategic targets and objectives. Performance measurement is inseparable from the influence of levels in the organizational structure. As users of information generated from performance measurement, top-level organizational leaders certainly have different information needs compared to leaders at middle and lower levels.

According to Darma (2003:355), employee performance measurement takes the following things into consideration:

a. Quantity

The measurement of an employee's performance can be seen from the quantity of work completed in a certain time. With that quantity an employee has the ability or trust to carry out organizational work.

b. Quality

The assessment of an employee is by looking at the quality of work done according to expectations. Completion is not only seen from completion but also seen from skills and results.

c. Punctuality

Namely whether or not it is in accordance with the planned time.

So, in principle, measuring a person's performance can be seen from the quality of his work, quantity or how much he can produce in a certain time, the timeliness of completing his work, the use of the resources he has, his independence both individually and as a team, his commitment to the organization, and his responsibility for what he has done.

7.3. Performance Assessment

Performance assessment is known as “performance rating or performance appraisal”. According to Munandar (2008:287), performance assessment is the process of assessing personality traits, work behavior, and work results of a worker that are considered to support his/ her work performance, which are used as considerations for decision making.

To find out the performance of employees in carrying out the tasks that are the responsibility of employees, it is necessary to conduct an assessment of employee performance. Performance assessment aims to assess how well employees have carried out their work and what they should do to be better in the future. This is done by referring to the content of the work they do and what they expect to achieve in each aspect of their work. The content of a job is a permanent basis for formulating targets to be achieved from a main task.

Meanwhile, according to Sastrohadiwiryono (2003:231), performance assessment is an activity carried out by management to assess the performance of workers (soldiers) by comparing performance with descriptions in a certain period.

The elements that need to be assessed in the performance appraisal process are as follows:

a. Faithfulness

The determination and ability of the workforce or employees to comply carry out and practice something that is obeyed with full awareness and responsibility.

b. Work performance

Performance achieved by workers or employees in carrying out the tasks and work assigned to them.

c. Responsibility

The ability of a worker or employee to carry out the tasks and work assigned to him/her as well as possible and on time and to dare to take risks for the decisions he/she has made or the actions he/she takes.

d. Obedience

The ability of a worker or employee to comply with all applicable company regulations, laws and regulations.

e. Honesty

The sincerity of a worker or employee in carrying out tasks and work and the ability not to abuse the authority that has been given to him.

f. Cooperation

The ability of a worker or employee to work together with others to complete assigned tasks and work.

g Initiative

The ability of a worker or employee to take decisions, steps or carry out actions necessary to carry out basic tasks without waiting for orders and guidance.

h. Leadership

The abilities possessed by a worker or employee to convince other people so that they can be mobilized optimally to carry out the main tasks.

Mathis and Jackson (2002:81), argue that performance appraisal (PA) is the process of evaluating how well employees do their jobs when compared to a set of standards, and then communicating it to employees. Employee performance appraisals that are conducted objectively, accurately and well documented tend to reduce the potential for deviations by employees, so that their performance is expected to improve in accordance with the performance required by the company.

Job performance assessment is a guideline for employees who are expected to demonstrate employee performance routinely and regularly so that it is beneficial for the career development of the employees being assessed and for the organization as a whole.

Performance appraisal is a formal system for periodically examining or reviewing and evaluating a person's performance. Performance can also be viewed as a combination of:

1. Work results (what a person should achieve)
2. Competence (how someone achieves it)

7.4. Performance Management

Sedarmayanti (2014:87), said that performance management is a strategic and integrated approach to produce sustainable success for working within an organization and by developing the capabilities of teams and contributing individuals. Performance management is strategic, in the sense of the broader issues facing the organization in order to function effectively, and the general direction aims to achieve long-term goals. It is integrated in four things:

1. Vertical integration: connecting or uniting targets, teams and individuals.
2. Functional integration: connecting functional strategies in the organization in different parts.
3. Human resource integration: linking different aspects of human resource management, especially organizational development, human resource development and rewards, to achieve a coherent approach to people management and development.
4. Integrate individual needs with organizational needs.

Performance management can contribute to the development of a high-involvement organization by engaging teams and individuals in setting their goals and by providing a means by which better results can be achieved from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned objectives, standards and competencies. Performance management is a framework within which leaders can support their team members rather than dictate to them, and impact outcomes that will be more important if they are valued as a transformational process rather than as an appraisal process.

7.5. Performance Indicators

Employee performance indicators according to Chester I. Barnard in Suyadi Prawirosentono (2008:27-32), are as follows:

1. Effectiveness and Efficiency

The effectiveness of an organization is when the goals of an organization can be achieved according to planned needs, efficiency is related to the amount of sacrifice made in achieving goals.

2. Authority and Responsibility

In this case, authority is the authority that someone has to order other people (subordinates) to carry out the tasks assigned to each subordinate in an organization. While responsibility is an inseparable part or as a result of having that authority. If there is authority, it means responsibility automatically arises.

3. Discipline

Discipline when obeying the applicable laws and regulations. Employee discipline as the employee's obedience in respecting the work agreement where the employee works.

4. Initiative

A person's initiative is related to the power of thought, creativity in the form of ideas for something related to the organization's goals. Every initiative in turn gets attention or positive responses from superiors.

According to Mathis and Jackson (2001:83), the three main factors that influence individual performance are the individual's ability to do the job, the level of effort expended and organizational support.

In this case, there is actually a close relationship between individual performance and institutional performance. In other words, if individual performance is good, then it is likely that institutional performance will also be good. An employee's performance will be good if he has high skills, is willing to work

because he is paid or given wages according to the agreement, has expectations of a better future.

Wexley and Yukl (2000:97), identified factors that influence performance, including work discipline. Work discipline is needed to produce good performance, with discipline employees will try to do their work as best as possible and the resulting performance will be better.

The factors that influence employee performance as described above can basically be internal employee factors or external employee factors. Internal factors include the behavior of the employee himself, for example about his ability, attitude in carrying out tasks. While external factors can be the work environment, organization, or superior or leader of the employee concerned.

2.2. Grand Theory

The grand theory underlying this research is **the Human Resource Management (HRM) Theory**, especially in the aspect of employee training and development. According to Dessler (2013), training is the main pillar in HR development, which aims to improve employee competence, knowledge, and work attitudes. In the context of the BUMD PD. SPR Public Fuel Filling Station, SOP (Standard Operating Procedure) training is very important to create uniform work standards, improve discipline, and minimize operational errors.

In addition, the **Customer Service theory** (Zeithaml et al., 2013) emphasizes that service quality is greatly influenced by employee competence and behavior. SOP training is expected to improve the quality of interaction between employees and consumers, thus having a positive impact on customer satisfaction.

The Theory of Work Discipline (Gellerman, 1968) is also an important foundation, where good work discipline will increase the efficiency and effectiveness of the organization. SOP training builds employee awareness of the importance of complying with work rules and procedures.

Other relevant theories are **Adult Learning Theory** (Knowles, 1980) which emphasizes that training must be applicable and relevant to the job. And **Motivation Theory** (Maslow, 1943) which emphasizes the importance of meeting the basic needs of employees so that they are motivated to work better.

2.3. Problem Phenomenon

The Public Fuel Filling Station of BUMD PD. Sarana Pembangunan Rokan Hilir faces various problems related to employee discipline and performance, which have a direct impact on the quality of customer service. The problems identified include:

- **Lack of understanding of SOPs:** Many employees do not yet or do not understand the correct operational procedures, so that work and operational errors often occur.
- **Low discipline:** Cases of employees being absent during working hours were found (24% absenteeism). without description) , delays, and lack of responsibility in carrying out tasks.
- **Unfriendly service:** Consumers complain about the attitude of employees who are not communicative / not friendly and not responsive (32% complain about... friendliness service) .
- **Administrative errors:** The cashier's underpayment of cash during shift changes indicates weak internal supervision and control (15% of errors) . transaction daily) .
- **Increasing number of vehicles:** Service needs are increasing along with the increasing number of vehicles, so that employee workload increases and the potential for operational errors increases, but this has not been balanced by an increase in the quality of human resources, due to the lack of comprehensive training for all employees, both in technical and non-technical aspects.

These problems are caused because even though the training final 2005 has been implemented However No comprehensive , 68% of employees new existing without experience previously , no There is mechanism evaluation performance periodic as well as 45% increase in vehicle volume 2020-2022. Of course all This can causing a decrease in consumer satisfaction and potentially reducing the income of Public Fuel Filling Stations and BUMDs as a whole, so that strategic intervention is required in the form of comprehensive SOP training, not only in technical aspects but also character development and work discipline, so that employees are able to provide optimal, disciplined and productive services.

2.4. Research Gap

Previous studies generally highlight the importance of SOP training to improve employee performance, but there are still several gaps that need to be addressed:

Table 3. Research Gap with Previous Research

No	Previous Research	Findings	Research Gap
1	The Last Supper (2024)	SOP training improves work efficiency	Has not discussed the impact on discipline and customer service specifically
2	Zeithaml et al. (2013)	Customer service is influenced by employee competence	There have been no studies on BUMD Public Fuel Filling Stations in areas with certain local characteristics.
3	Knowles (1980)	Effective adult learning through experience	Have not measured the effectiveness of experience-based SOP training at Public Fuel Filling Stations
4	BUMD internal study	Training has been conducted but not comprehensive	There has been no comprehensive post-training evaluation of discipline, performance and service.

Research gap that this study wants to answer is: *How does SOP training affect the improvement of discipline, employee performance, and customer service simultaneously at the Public Fuel Filling Station of BUMD PD. SPR, Rokan Hilir Regency?*

3. METHODOLOGY

3.1. Type of Research

This study uses a quantitative approach with a case study design at the BUMD PD. SPR Public Fuel Filling Station in Rokan Hilir Regency.

3.2. Population and Sample

Population: All employees of the BUMD PD. SPR Public Fuel Filling Station (N = 40 people).

Sample: Using census techniques, all employees who attended the SOP training were used as respondents.

3.3. Data Collection Techniques

- **Questionnaire:** To measure employee perceptions before and after training regarding discipline, performance, and service.

- **Interviews:** In-depth with management and a few customers to gain qualitative insights.
- **Observation:** Direct observation of employee behavior in the workplace.
- **Documentation:** Attendance data, performance reports, and customer complaints.

3.4. Data Analysis Techniques

- **Quantitative descriptive:** Using descriptive statistics (mean, percentage, graph) to describe changes before and after training.
- **Comparative analysis:** t-test to compare scores before and after training.
- **Qualitative analysis:** Data reduction and interpretation of interview results.

4. RESULTS AND DISCUSSION.

4.1. Questionnaire Results

Table 4. Changes in Employee Discipline and Performance Before and After SOP Training

Indicator	Before Training	After Training	% Increase
Punctual Attendance	65%	92%	+27%
SOP Compliance	58%	90%	+32%
Friendly Service	60%	88%	+28%
Administrative Error	15 cases/month	3 cases/month	-80%
Customer Satisfaction	68%	91%	+23%

Diagram 1. Time Discipline Improvement Chart

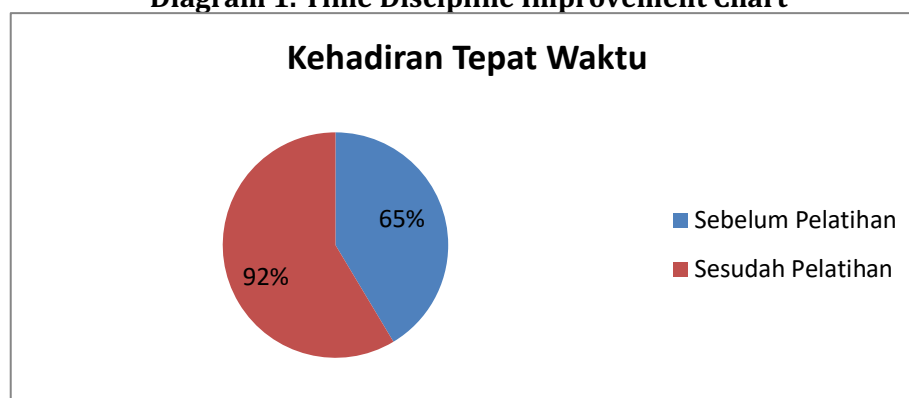
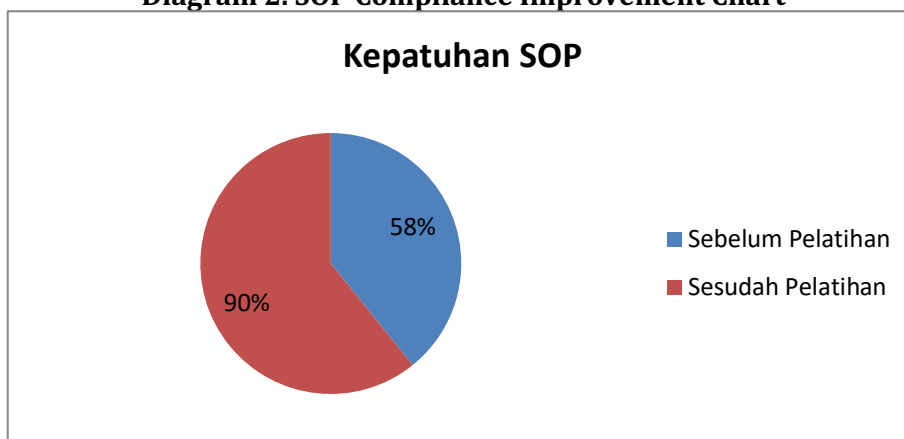
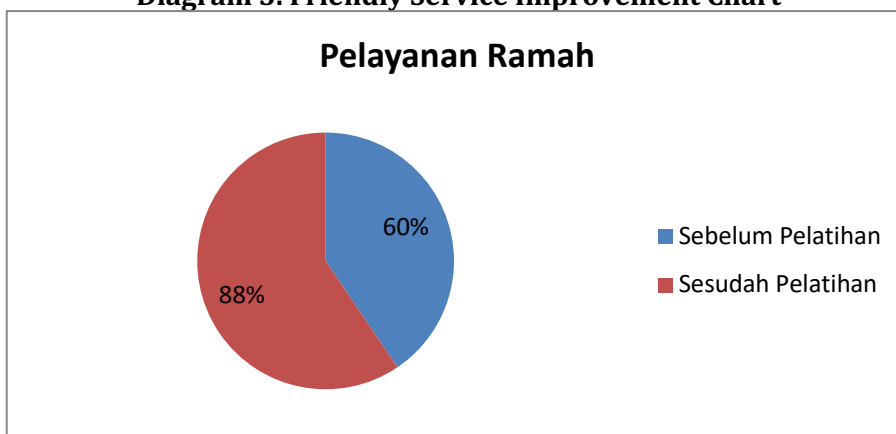
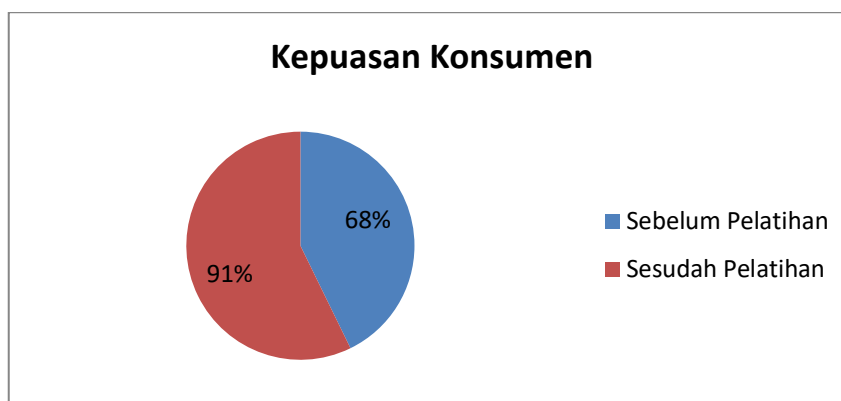


Diagram 2. SOP Compliance Improvement Chart**Diagram 3. Friendly Service Improvement Chart****Diagram 4. Consumer Satisfaction Increase Chart**

4.2. Interview and Observation Results

- **Management:** Reported a decrease in consumer complaints and an increase in productivity post-training.
- **Employees:** Feel more confident and understand tasks better.
- **Customers:** Recognize positive changes in employee attitudes and service.

4.3. Discussion

Based on the problems described in the initial section, that:

- a) Many factors/variables affect the discipline and performance of employees at the BUMD PD.SPR Public Fuel Filling Station as described in the theoretical basis section, including the Human Resource Management Theory which explains that SOP training at Public Fuel Filling Stations is expected to improve employee understanding of correct work procedures, thereby reducing operational errors and increasing productivity; Customer Service Theory, namely that with SOP training, employees are expected to be able to provide better service, which leads to increased customer satisfaction; Work Discipline Theory, namely that SOP training aims to build awareness of the importance of discipline in carrying out tasks, so that employees are more obedient to existing working hours and procedures; Adult Learning Theory, namely that SOP training at Public Fuel Filling Stations must be designed to be interactive and applicable, considering the background and work experience of employees; Motivation Theory, namely that in the context of Public Fuel Filling Stations, management needs to create a supportive work environment so that employees feel appreciated and motivated to improve their discipline and performance; Implementation of SOP in Practice that consistent implementation of SOP can reduce operational errors and increase efficiency (Fahrizawati, 2024).
- b) The increase in employee discipline and performance after SOP training at the BUMD PD. SPR Rokan Hilir Regency Public Fuel Filling Station is proven by the decreasing level of errors made by employees. The SOP implementation process has been carried out. The SOP implemented by Public Fuel Filling Station operators includes several important steps:
 - Implementing the 3S principle (Smile, Greet, Say Hello) to every consumer
 - Proactively offering vehicle fuel products
 - Ask for the refill amount and confirm the product and purchase amount.
 - Shows zero on display before charging for transparency.

- Ensure consumers see the payment and refund process is carried out correctly
- c) Post-SOP Training Consumer Services at the BUMD PD. SPR Public Fuel Filling Station in Rokan Hilir Regency have also increased, as evidenced by positive responses from consumers directly to the BUMD PD. SPR Public Fuel Filling Station, or through Google Review Public Fuel Filling Station where the public gave a positive response or at least by giving up to 5 stars (*****), which is quite significant.
- d) The main challenge faced by the BUMD PD. SPR Public Fuel Filling Station in an effort to improve discipline and performance must be able to provide continuous training and supervision as well as strategic solutions that can be implemented with the Implementation of SOP Training at the Public Fuel Filling Station.

To implement SOP training effectively, several steps can be taken:

- Training Needs Analysis Identify areas where employees need improved skills or understanding of work procedures.
- Training Material Development: Prepare training materials that are relevant and easy to understand, and involve simulations or hands-on practice to reinforce understanding.
- Evaluation and Feedback: After the training is conducted, it is important to evaluate the results through performance measurements and obtain feedback from the trainees for future improvements.

SOP training has been proven to be effective in improving employee discipline and performance. Increased on-time attendance and compliance with SOPs have a direct impact on reducing work errors and consumer complaints. These results are consistent with HR and customer service theories, and close the existing research gap.

5. CONCLUSION

- a. Improving employee performance at the Rokan Hilir Regency Public Fuel Filling Station through SOP training is an effective strategy if supported by appropriate compensation, a good work environment, and high work motivation and discipline. With this approach, it is expected that the overall performance of the Public Fuel Filling Station can improve, provide the best service to customers, and achieve overall organizational goals. SOP training significantly improves employee discipline and performance at the BUMD PD. SPR Rokan Hilir Regency Public Fuel Filling Station.
- b. Continuous coaching/training and supervision must be carried out, so that SOPs can be run optimally. Management needs to carry out SOP training periodically and comprehensively, and develop a continuous monitoring system to maintain performance consistency.

- c. The implementation of this SOP is expected to improve employee discipline and performance, as well as improve customer service. Administrative errors and customer complaints decreased drastically after the training. With structured training and the implementation of clear procedures, it is expected that employees can be more professional in carrying out their duties, which in turn will increase customer satisfaction. Compliance with SOPs and friendly service increased rapidly, as evidenced by quantitative data and customer feedback.
- d. SOP training at the BUMD PD. SPR Public Fuel Filling Station not only focuses on the technical aspects of refueling but also on social interaction with consumers, which is an important factor in customer service.

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