

# Analysis of the Implementation of Standard Operating Procedures in the Implementation of Work for Terminal Operation Center Employees of PT. Angkasa Pura II at Soekarno-Hatta International Airport

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## Abstract

Soekarno-Hatta International Airport is the largest and busiest airport which has 4 terminals under its supervision. PT. Angkasa Pura II formed a new unit, namely the Terminal Operatin Center unit, a new TOC unit which was established in mid-September 2018. This study aims to analyze the application of SOP Terminal Operation Center in implementing the work of its employees and what are the obstacles encountered in implementing the Terminal Operation Center SOP. This study uses qualitative research methods using data collection techniques including observation, interviews, and documentation using data analysis techniques in the form of data collection, data reduction, data presentation (data display), and drawing conclusions. The research was carried out at the Terminal Operation Center Unit at Soekarno-Hatta International Airport. The results of the study found that the implementation of SOPs had not been implemented 100 percent, SOPs had not been implemented since the establishment of the TOC and there were also obstacles encountered in implementing the SOPs, namely the lack of human resources, both internal TOC and entities.

**Keywords:** Standard Operating Procedures, Work Implementation, Terminal Operation Center.



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## INTRODUCTION

The Unitary State of the Republic of Indonesia is an independent country having a diversity and colorful culture, Indonesia which is very well known for its archipelagic country stretching from the tip of the island of Sumatra to the tip of the island of Papua in accordance with the 1945 Constitution, article 18 paragraph (1): "The Unitary State of the Republic Indonesia is divided into provincial regions and these regions are divided into regencies and cities where each province, regency and city has a government, which is regulated by law ", to unite one region with another region, the role of each side of capital is needed. transportation.

Transportation is a medium or mode that can move a person or goods from one place to another by using a vehicle that is controlled by people and also machines. In connection with Indonesia as an archipelagic country, the mode of air transportation is a means of support for moving from one island to another, so that all Indonesian people in the future, of course, will use airplanes as a means of moving through airports.

The number of airports in Indonesia, both international airports and domestic airports, is sufficient, the number of international airports is 31 airports and domestic airports are 308 airports. There are several large airports or busy airports where many international flight schedules are carried out. one of the airports with a level of activity above the average is Soekarno-Hatta International Airport.

Soekarno Hatta International Airport has 4 terminals and the categories consist of

Terminal 1 ABC, Terminal 2 DEF, Terminal 3 Domestic-International, and Cargo Terminal, where each category is filled with airlines, both domestic and international flights with peak hours or the highest hours of departure and arrival. pax (passenger) for each terminal is different, it is necessary to monitor intensely at each terminal to support the implementation of operations and improve the level of service, in accordance with the Decree of the Director General of Civil Aviation number: SKEP/284/X/1999 regarding standard airport operational performance. related to the level of service which contains the level of service for airport services received by service users whose variables include aspects of security, safety, smoothness and convenience of airport service providers. For this reason, Angkasa Pura II continues to innovate to oversee the movement of passengers at the terminal by building a new unit, namely the Terminal Operation Center (TOC).

The Terminal Operation Center (TOC) unit which was established in mid-September 2018 is supported by technology that is connected and can be accessed simultaneously with the CCTV Camera (Closed Circuit Television) application installed in all parts of Soekarno-Hatta International Airport. The operation of the Terminal Operation Center unit itself is carried out in a collaboration system with various stakeholders in which there are operational units including the Apron Movement Control (AMC) unit, Aviation Safety Assistance Unit (PKP-PK), Terminal Inspection Service (TIS) including airlines, but due to This unit can be said to be a new unit and has even been established for 4 years from 2018 to 2022 so it has not been fully effective and is still under development, especially in terms of Standard Operating Procedures.

The results of the author's observations while conducting research at the Terminal Operation Center (TOC) unit at Soekarno-Hatta International Airport there are still many differences of opinion in the implementation of work between teams or between work shifts for employees of the Terminal Operation Center (TOC), besides understanding work flow and patterns in each team it is different, causing differences in understanding resulting in conflicts between one shift and another. in 4 terminals by relying only on 1 Senior Controller and 1 Controller personnel. One of the causes of the irregular implementation of work is the SOP that has not been implemented and the SOP itself is still in the development stage. Therefore, SOP is important in creating measurable and directed work implementation so that every employee understands the rules for carrying out work in the Terminal Operation Center (TOC) Unit.

The purpose of this study was to analyze the application of Standard Operating Procedures in the implementation of the work of the Terminal Operation Center unit employees at Soekarno Hatta International Airport and to find out what are the obstacles encountered in the Implementation of Standard Operating Procedures at Soekarno Hatta International Airport.

## Relevant Research

**Table 1. Relevant Research**

No	Name	Title and Year	Research Result
1.	Firdauz, Kevin Maulana	Implementation of standard operating procedures for handling baggage at PT. Gapura Angkasa Halim Perdanakusuma	Procedures for handling baggage and PT.Garuda Indonesia's responsibilities For passengers who experience baggage damage due to passenger baggage, passengers who claim compensation are not responsible for loss or damage to baggage, unless the passenger can prove that the loss was caused by an act. in such cases compensation will be paid. determine the true loss of passengers. Passengers who feel aggrieved by the loss or damage to their luggage can file a claim against

		Airport, Jakarta. (2020)	the luggage carrier.
2.	Mahestu, Sandy	Application of standard operating procedures or SOP for handling passengers by Avsec officers at Notohadinegoro Airport, Jember, East Java. (2020)	AVSEC at Notohadinegoro Airport, Jember carries out its duties according to applicable regulations or standard operating procedures. It can also be said that the equipment owned by Avsec Jember officers usually does not function properly, so the equipment used to check passengers and luggage malfunctions, which affects the ability of Avsec officers to work. officers have to check passengers and goods manually, which takes longer.
3.	Maflika, Nurul	Implementation of SOP standard operating procedures for the apron movement control unit or AMC at Pangandaran Nusawiru Airport. (2020)	The supervisor's assessment of the AMC program movement control officers was in accordance with standard operating procedures. Violations that were usually committed by officers included not notifying, not using an airport card, not wearing a vest, not wearing sunglasses, smoking in the AMC room, and not wearing safety shoes. The manager's assessment is in accordance with the SOP, but some are not in accordance with the SOP due to violations by open control officers at Nusawiru Pangandaran airport
4.	Hartono, Rudi	Analysis of the application of Standard Operating Procedures in the implementation of CV.daeng culinary Makassar employees' work. (2020)	The results of research regarding the application of standard operating procedures in the implementation of the work of CV personnel. Daeng Culinary Makassar increases employee productivity through standard work procedures and training.
5.	Akbar, Fahrian Sani	Analysis of the implementation of Standard Operating Procedures (SOP) at PT.Yoofix Digital Indonesia. (2020)	Implement the seven key points for standard operating procedures. efficiency, labor time is still wasted. for consistency, there are still members of the organization who are not disciplined because they do not follow the SOP while working. to minimize errors, training is held only for internal employees. problem solving, the SOP does not contain rules regarding sanctions, problem solving, termination of employment and conflict prevention. Occupational health and safety, the SOP does not contain rules regarding work safety policies, social security, awarding internal employees and ensuring that the rights of members of the organization are only discussed by deliberation. work cards, internal staff SOPs only control workflow. The confirmation SOP has not been evaluated because it is still not effective and efficient in managing work
6.	Agustina, Dwi	Analysis of the implementation of Standard Operating Procedures (SOP) in improving the work quality of Ponorogo auto dakar workshop employees. (2020)	The results of the study show that (1) a work method is said to be good if it includes 7 dimensions, which include efficiency, consistency, minimization of errors, problem solving, work safety, work maps and protective boundaries. Of the seven dimensions, field implementation is still not optimal, which includes efficiency, consistency, minimization of errors and labor protection. Even though problem solving, work cards and protective boundaries did not find serious problems. (2) Having this SOP turned out to have several advantages, namely employees are more careful at work, they also know where they work. Judging from the quality of the work in terms of timeliness, completeness and order, the benefits were not felt at all. In terms of timeliness, it can be seen that delays in raw materials cause workers' work to be less than optimal and delay the work process. Then, the two aspects of perfection, namely the flow caused by the rainy season and the problems caused by the failure of the work process, made the workers

			not pay attention to the accuracy of the painting process. Regarding tidiness, many workers were not tidy in the painting process and found that the results of the body color were not the same, so the results of the work were sent back to the painting (mixing) department and told to make corrections, so it was done. done twice and some processes are not up to standard. The benefits of implementing SOPs are driving and improving the quality of work which includes timeliness, thoroughness and integrity.
7.	Kusuma, Eric milu Wiranata	Implementation of standard operational procedures for security checks at Rahadi Usman Ketapang Airport. (2021)	Avsec staff implement standard operating procedures at points such as airport passport control, release of passengers to restricted security areas, and lack of screening at checkpoints. passenger control and customs in society

Source: Processed Data, 2022

## RESEARCH METHODS

### Research Design

Qualitative research is used in this research. Sugiyono (2018) explains, qualitative research methods can be interpreted as research methods based on the philosophy of postpositivism, which are used to study the conditions of natural objects (as opposed to experiments), where the researcher is the key instrument. data collection techniques are triangulation (combined), material analysis is inductive/qualitative in nature, and the results of qualitative research place more emphasis on understanding and constructing the meaning of phenomena rather than generalizations. Although the research method used is a case study. Sugiyono's research (2018), according to the level of explanation, scientific titles have five levels, namely titles that are: descriptive, comparative, associative, associative comparative and structural.

In accordance with the title, purpose and benefits of research, the type of research that the authors used in this study was a descriptive approach. A descriptive title is a research title that aims to independently describe the state or value of one or more variables. In this study the researchers did not compare these variables with other samples, but looked for the relationship between these variables and other variables, namely to find out and analyze the application of Standard Operating Procedures (x) in the implementation of employee work (y), based on the opinion of the experts above, it can be concluded that Qualitative research is research that seeks to understand and interpret the meaning of an event of human behavior in certain situations, the object of this study is the Terminal Operations Center unit at Soekarno-Hatta International Airport, the data collection tool or research instrument in the qualitative method is the author himself . So, the writer is a key instrument, then the results of the research are described in the form of written words. In collecting data, the writer must be directly active in the field.

### Data Types and Sources

1. Primary data. Primary data is information obtained directly (first) from the author. According to Sugiyono (2018), primary data is a data source that provides information directly to data collectors. Researchers themselves collect data directly from the first source or from the place where the object of research is carried out. Researchers used the results of interviews with informants related to the research topic as primary data.

Examples of key information are information obtained from informants or interviews with informants. The main data of this research are:

- a. Researcher himself. Notes while carrying out the research are used to record the information obtained every day.
  - b. Informant. The informants who will be the source of the interview are the Manager (Operational Manager), Senior Controller, Controller and Junior Controller.
2. Secondary data. While secondary data obtained from existing sources. According to Sugiyono (2018) secondary data are data sources that do not directly provide data to data collectors, for example through other people or through documents. Examples of secondary data such as company records or documentation in the form of reports, for example SOPs, daily, weekly, even data report sheets monthly, which is a valid document.

### **Time and Place of Research**

This research was carried out from August to December 2022, the implementation was carried out using a different system, with the following times: Office Hours are held from 08:00 to 16:00 WIB and the Shift system is carried out using the 2 shift method, namely the morning shift and the evening shift. the morning is carried out at 08:00 to 20:00 WIB while the night shift is from 20:00 to 08:00 WIB, the implementation is 12 hours of work. This research took place at the Terminal Operation Center (TOC) unit at Soekarno-Hatta International Airport.

### **Data Collection Technique**

1. Observation. Observation is a data collection technique that is carried out by observing and recording the symptoms studied systematically and consciously, observation is a complex process consisting of psychological and biological processes. When using this technique, it is important to take into account the observations and memories of the writer, and in this study the writer also records his observations.
2. Interview. Sugiyono (2018), an interview is a conversation with a specific purpose that is carried out by two parties, namely the interviewer (interviewee) asks questions and the interviewee (interviewee) provides answers to these questions. In this method, the author and resource person face-to-face obtain information verbally with the aim of obtaining information that will explain the research problem. The purpose of using this interview technique is to discuss and explore certain information to achieve certain goals that are beneficial to the writer.
3. Documentation. According to Sugiyono (2018), documentation is a way of obtaining knowledge and information in the form of books, archives, documents, written numbers and images such as reports and research supporting data. This documentation is used to complement the information obtained. . Results of interviews and recordings. Documents and records Qualitative research data are data sources that come from non-human subjects, such as documents, photographs, and statistical materials. This type of documentation is one of the simplest forms of data collection, as the author simply observes inanimate objects and it is easy to check for errors, as the data source is fixed and unchanging. The author has carried out and documented the results of documentation such as pictures at Soekarno-Hatta International Airport, especially the Terminal Operation Center (TOC) unit.

## **RESEARCH RESULTS AND DISCUSSION**

### **Implementation of Standard Operating Procedures (SOP) at the Terminal Operation Center Unit**

The Terminal Operation Center is a unit established under the head unit, namely the Airport Operation Control Center (AOCC) with a work system collaborating with other work units. , Airport Rescue Fire Fighting (ARFF), and Terminal Inspection Service (TIS). After the authors conducted field observations using the observation sheet, it was found that the position of officer official had not been replaced after the position was filled by Mr. Asep Suryana Abdul Latip, whose term of office had expired due to retirement, no one qualified to fill this position.

In focusing on this research, the authors conducted interviews with several informants who had been reduced by the authors and the authors carried out the data display. The results obtained were the implementation of Standard Operating Procedures (SOP) in the Terminal Operation Center (TOC) unit. The interviewer explained that the Standard Operating Procedures had clarified the work patterns of each entity. , Mr. Dedi Iskandar, Mr. Wahyu Amirudin and Mr. Wisnu, are in harmony in his opinion that SOP TOC implements a collaboration system (Airport Collaboration Decision Making), SOP is still conditional and situational, SOP has not been implemented since the formation of the TOC unit, even the main resource person, Mr. Yan Prastyoko S.T explained that The new SOP was ratified on December 20 2020 where the TOC itself was established in the middle of September 2018, the success of implementing the SOP is very dependent on the attitude between entities in collaborating, the implementation of the SOP has not been 100 percent implemented, Mr. Manager of Operations Control Yan Prastyoko's roll said that the SOP was good and had been running at 80 percent, there were still some employees who did not agree on TOC's internal work patterns.

Based on the results of interviews and observations that have been carried out by the author in the Terminal Operation Center unit, it is found that the Standard Operating Procedures in this unit have not been implemented from the start of the formation of this unit, the Standard Operations itself is still under development, its application is still situational to findings in the field and also refers to Operational Standards of other units that carry out collaboration in it, resulting in not carrying out all regular activities, there are still conflicts between one team and other teams, disagreements about workflow.

Standard Operating Procedures have a very important and very vital role in every company, of course, every company has different rules or work principles. For the discussion in this study, the results obtained regarding Standard Operating Procedures, the author focuses on the objectives in the Standard Operating Procedures according to the theory of Nur'aini (2019) in general, SOPs are made with specific goals. There are 8 goals written in his book, these goals include: Consistency, clarity of tasks, clarity of flow, protecting the organization (institution), minimizing errors, efficiency, problem solving, defense boundaries.

#### **Consistency**

Based on the theory from Nur'aini (2019) SOPs are structured so that officers/ employees/executors and teams maintain performance consistency. Therefore, all employees need to know the SOPs that have been set. The application of SOP in the Terminal Operation Center (TOC) unit in terms of consistency is known that to ensure discipline in implementing SOP, the TOC leadership evaluates its employees consistently once a week both offline and online, SOP implements a collaboration system, those who do not implement SOP and are not

disciplined are subject to direct reprimand by superiors or those in authority in this case the Manager and the leaders above him.

### **Task Clarity**

Nur'aini (2019) explains that SOPs are made so that every executor/officer/employee clearly knows the roles and functions of each position in the organization (institution). In this case the Terminal Operation Center unit is clear on the clarity of the tasks of each entity and will be poured into the Letter Of Coordination Agreement, the LOCA already exists but its implementation cannot be said to be running well due to internal and external TOC factors, the internal SOP of the Terminal Operation Center has been implemented but due to the lack of human resources it is felt that they have not been effective in carrying out their duties and the clarity of their duties

### **Flow Clarity**

In Nur'aini's book (2019) explains that SOP can clarify the flow of tasks, authority and responsibilities of each relevant executor/officer/employee. In its implementation, it was found that there was a change in working hours when the PPKM rules set TOC carrying out office hours, Operational TOC was evaluated and set to 24 working hours and Shifting was carried out for 12 hours with shift changes, TOC workflow monitoring the highest hours (Peak Hour) increases in passengers and is reported for 2 hours periodically. The flow of monitoring is carried out by TOC personnel starting from arriving passengers to boarding passengers, until the final result is forming daily, monthly and annual (tentative) reports.

### **Protecting Organizations (Institutions)**

Broadly speaking, SOPs can protect companies or work units and officers from actions outside the law or errors that occur from administration and other factors that impact the survival of companies (institutions). In carrying out work in the field TOC employees pay attention to SOP values that SOP is very important for the protection of employees in carrying out their work knowing the limitations that must be carried out while on duty, SOP is a basic guideline for work, SOP is a guide that has been agreed between units which become boundaries between units

### **Minimizing Errors**

Explained in Nur'aini's theory (2019) that SOP is a reference for carrying out tasks, clarity of work flow, responsibility, authority, so that every employee/officer and implementer can avoid the risk of mistakes, failures, doubts and duplication in work. The implementation of SOP in TOC has been detailed regarding the handling carried out to minimize errors, the communication needed between the upper class and the class below it.

### **Efficiency**

Nur'aini (2019) explains that SOPs are made so that activities can take place faster, each activity becomes more efficient and more thorough in accordance with the objectives of the results to be achieved by using the basic SOP, with situational and conditional SOPs in TOC making all employees feel comfortable, SOP is more general or comprehensive.

### **Problem solving**

Based on the theory in Nur'aini's writing (2019) Friction between employees can occur

and can lead to ongoing conflicts, besides the need for the intervention of superiors or supervisors, SOPs can also be the basis for each employee to work according to their respective corridors. and subject to the applicable rules and restrictions, in this case the TOC Coordinates and communicates well between teams, and always coordinates with entities and communicates to those in charge of the OIC as the one in charge at the terminal so that problems on duty can be resolved and not cause problems sustainable.

### **Defense Restrictions**

In terms of defense boundaries, Nur'aini (2019) states that many parties from outside the company want to know things that are closed in nature. The TOC Unit always carries out outreach every month or even annually with other external unit units, the SOP is disseminated online and offline to entities outside the TOC held by the AOCC Head Unit

### **Obstacles Faced in Implementing Standard Operating Procedures at the Terminal Operation Center Unit**

The implementation of Standard Operating Procedures after conducting observations and interviews with several informants found that there were several obstacles during the establishment of the Terminal Operations Center unit, the Interviewers stated that the lack of Human Resources (personnel) both internal TOC and entities had a major influence on the sustainability of work programs that had been targeted by the company namely Zero Complaints or no complaints, but if there are no personnel organizing this target, the success rate is minimal and may not even be implemented, on the other hand, the agreement between units has not been implemented using a written Letter of Collaboration Agreement (LOCA) which is suspected of being an obstacle to the sustainability of the collaboration system. will be implemented, Standard Operating Procedures are still under development and need evaluation to be the point that causes the continuous performance of TOC employees to not be fully focused because the SOP has just been created when the TOC unit was already running without any work restrictions, and when they first entered the TOC Unit the TOC employees had not held training or unit introduction training which was very useful for work preparation plus Team building to improve chemistry between employees.

### **CONCLUSION**

Based on the results of research that has carried out analytical tests in various ways including interviews, observations and documentation that have been reduced and presented, obtaining results from several informants, it can be concluded from this study, among others: In the application of Standard Operating Procedures, it is concluded that: each entity; SOP implements a collaboration system (airport collaboration decision making); SOP is still conditional and situational; SOP has not been implemented since the formation of the TOC Unit; The success of SOP implementation is highly dependent on the attitude between entities in collaborating; SOP implementation has not been 100 percent implemented; There are still some employees who do not agree on TOC's internal work pattern. The obstacles encountered during the implementation of the SOP are: Lack of Human Resources (personnel) both internal TOC and entities; The LOCA agreement has not been implemented; SOP is still under development and needs evaluation; When you first enter the TOC Unit, there is no unit introduction training or training.

Based on the conclusions above, there are several suggestions that the author hopes can build positive effects in the future, including: For companies and Terminal Operation Center

units, it is hoped that in the future PT. The airport as the organizer of the airport, of course, this is the initial focus in order to achieve the company's targets, and for the Terminal Operation Center unit, the authors suggest that standard agreement regulations be made which will be ratified immediately so that all units that are the target of collaboration can be present complete with vision and mission the same thing, namely the smooth running of the terminal and the creation of zero complaints as well as the holding of gatherings or training courses to create togetherness and a sense of kinship at work. For the Education Sector, the College of Aerospace Technology holds a Field Work Practice program for students or Cadets for the final level of semester 7. It is recommended during the Field Work Practice period to extend the Field Work Practice period because this can implement all the things learned during lectures and can be especially useful for students. The cadets themselves are in the real world of work and make the right decisions at work. For future researchers, if this research becomes a reference source with the same topic and discussion, it is hoped that future researchers will be able to contribute to the development of the Terminal Operation Center I unit. Hopefully, the data obtained will provide additional insight for future researchers.

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