

STANDARD OPERATIONAL PROCEDURES FOR CONGREGATIONAL SERVICES DURING THE COVID-19 PANDEMIC AT THE HEAD OFFICE OF SHAFIRA TOUR TRAVEL SURABAYA.

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Abstract: This study aims to see the standard operating procedures for services performed by Shafira Tour Travel Surabaya during the covid-19 pandemic. First, to see how the operational standards were enforced before the pandemic. Second, to see how the differences in services after the pandemic are seen from the planning changes and innovations that Shafira made during the covid-19 pandemic. In this study, the authors used qualitative research methods. The qualitative method is used because it is considered practical to describe and explain service procedures before the pandemic. Then, for data collection techniques, the author uses triangulation techniques, namely data collection by observing, utilizing documentation, and interviews. The results of this study explain that Shafira before the pandemic had carried out service standards in accordance with those set by the government. Then for planning changes, Shafira has done for the good and did it gradually and carefully, but the leadership did not involve employees who were affected by changes in the work system. Then, the innovations made were by changing the work system and implementing health protocols, but not increasing digital capabilities because they had done it before the pandemic.

Keywords: SOP, Service, Covid-19 Pandemic

Abstrak: Penelitian ini bertujuan untuk melihat standart operasional prosedur pelayanan yang di lakukan Shafira Tour Travel Surabaya pada masa pandemi covid-19. Pertama, untuk melihat bagaimana standart operasional yang diberlakukan sebelum pandemi. Kedua, untuk melihat bagaimana perbedaan pelayanan setelah adanya pandemi dilihat dari perencanaan perubahan dan inovasi yang dilakukan Shafira ketika pandemi covid-19. Pada penelitian ini, penulis menggunakan metode penelitian kualitatif. Metode kualitatif digunakan karena dianggap praktis untuk menjabarkan dan menjelaskan prosedur pelayanan pada sebelum adanya pandemi. Kemudian, untuk teknik pengambilan data, penulis menggunakan teknik triangulasi yaitu pengambilan data dengan melakukan observasi, pemanfaatan dokumentasi, dan wawancara. Hasil dari penelitian ini menjelaskan bahwa Shafira sebelum adanya pandemi telah melakukan standart pelayanan yang sesuai dengan yang telah ditetapkan oleh pemerintah. Kemudian untuk perencanaan perubahan Shafira telah melakukan demi kebaikan dan melakukannya secara bertahap dan hati-hati, namun pimpinan tidak melibatkan karyawan yang terkena dampak dari adanya perubahan sistem kerja. Kemudian, inovasi yang dilakukan adalah dengan melakukan perubahan sistem kerja dan memberlakukan protokol kesehatan, namun tidak melakukan peningkatan kemampuan digital karena telah melakukannya sebelum adanya pandemi.

Kata Kunci: SOP, Pelayanan, Pandemi Covid-19

A. Introduction

At this time the world is being shocked by a disease that is endemic in almost all countries in the world, the outbreak is called *corona virus diseases* or ordinary people call it Covid-19.¹ Covid-19 not only disrupts the health sector, but also disrupts the business, economic

¹ Ni Komang Suni Astini, *Pemanfaatan Teknologi informasi dan Pembelajaran Tingkat Sekolah Dasar pada masa Pandemi*. Jurnal Lampuhyang, Vol 11, No. 2, Juli 2020.

and other sectors. Therefore, the policy-making taken by the government will be a strategic step. The Indonesian government has responded to the Covid-19 outbreak by making various efforts to minimize the spread of the virus. The new normal is called the Indonesian government as an alternative choice to stimulate economic movement. Therefore, in the new normal era, the government and all parties must work together to get ready and enter the new normal era, namely the new adaptation era.

During the new normal, there will definitely be some changes. These changes will create its own challenges. Researchers conducted research at the Shafira Tour Travel office which is located at *Bussines Center* which is not far from the Juanda airport in Surabaya. Researchers are interested in conducting research in that place because Shafira Tour Travel has criteria that match this research. Based on field observations, before the Covid-19 pandemic, standard operating procedures for services at Shafira Tour Travel ran normally without a health protocol. There is no limit in serving the congregation every day. However, during this pandemic, Shafira Tour Travel is experiencing the impact of the spread of the Covid-19 virus. The impact felt by service companies such as Shafira Tour Travel is the decline in the number of pilgrims for Hajj and Umrah. Therefore, according to the government's recommendation, all institutions or companies are required to follow health protocols if they still want to carry out company operational activities. 19.

For these various rules, the Shafira Tour Travel made a breakthrough on how to keep the company operating and providing services but still being able to provide safety rights to employees and pilgrims. The safety of both parties can be implemented with health protocols. This must be done because service to consumers must also remain a priority. The things that must be considered by service providers are standard operating procedures for services and innovations that should be made to remain able to adapt to situations like this.

B. Literature Review

1. Service

is a business, activity or deed that shows *inherently* in customer acceptance in the delivery of products and services. Meanwhile, another definition states that service is a description of all the characteristics and characteristics of products and services in meeting customer tastes and needs.² Then, another statement reveals that service is a form of activity carried out by service providers in the form of goods or services to meet consumer needs or in the context of implementing regulations based on predetermined principles.³

Service in the administrative encyclopedia is an organization or individual that carries out activities to practice and serve the community. In essence, service is a series of activities and processes that are carried out regularly covering all community needs. As for another understanding which states that service is an effort to serve, while serving is helping someone in preparing (taking care of) something that is needed.⁴

2. Standard Operating Procedures Service

Standard operating procedures (SOP) are rules regulated by *software* that can explain the stages in the work process as well as in certain work procedure stages. Standard operating procedures can be binding, continuous, and consistent which are standardized to be used as written narratives so that can be more easily understood.⁵ SOP in another sense is a guideline used to ensure and aim to facilitate the operational activities of companies and

² Tri Astuti, Rr. Indah Mustikawati. *Pengaruh Persepsi Nasabah Tentang Tingkat Suku Bunga, Promosi dan Kualitas Pelayanan Terhadap Minat Menabung Nasabah*. Jurnal Nominal, Vo. 2, No. 1, 2013.

³ Neneng Siti Maryam. *Mewujudkan Good Governance Melalui Pelayanan Publik*. Jurnal Ilmu Politik dan Komunikasi, Vol. 6, No. 1, Juni 2016.

⁴ Department Pendidikan dan Kebudayaan, Kamus Besar Bahasa Indonesia, Balai Pustaka, Jakarta, 1989, 571.

⁵ IR. M. Budiharjo. (2014), *Panduan Praktis Menyusun SOP*. Jakarta: Penebar Swadaya Grup, 8

organizations.⁶ Another definition of SOP is as an encouragement to a group to achieve organizational goals by implementing the instructions or guidelines that have been made.⁷

The basic purpose of a service is to satisfy and fulfill the wants and needs of consumers. To get to that stage, it is necessary to have a quality service that is in accordance with consumer needs. Based on the decision of the Minister of State Apparatus Empowerment No. 62 of 2003 which discusses service providers, service quality must contain standard operating procedures for services as follows:⁸

- a. Simple
- b. Time Certainty
- c. Accuracy
- d. Security
- e. Responsibilities
- f. Completeness of infrastructure facilities
- g. Ease of Access
- h. Comfort

Quality of service is a must in the process of realizing support and involvement from all levels of management and employees. Therefore, the quality of service must always be improved by management and civilize employees to behave *customer oriented*. *Customer oriented* must be based on service standards. Service standards are service guidelines that must be met by service providers, including:⁹

- a. Service providers must make changes to quality services in the shortest possible time.
- b. The steps to improve the service must be pursued by:
 - 1) Making service guidelines including requirements, procedures, service fees/tariffs and deadlines for completion. These guidelines can be in the form of articles, brochures or manuals.
 - 2) Placing special officers to check the completeness of the applicant/consumer requirements.
 - 3) Completion of the application within the specified time.
 - 4) Removes and prohibits additional fees.
 - 5) Implement integrated services.
 - 6) Conduct research to see customer satisfaction on a regular basis.
 - 7) Arrange service procedures in a related and non-overlapping manner.
- c. Provide the widest opportunity for consumers for services in submitting suggestions/complaints.

3. Change Planning

Before planning a change, a management/leader of the company must have several underlying reasons for planning a change, including:¹⁰

- a. Changes are made for good reasons.
- b. Changes are made gradually.
- c. All changes must be planned in advance and carried out with a careful and detailed process.

⁶Arini T. Soemohadiwidjojo. 2014. *Mudah Menyusun SOP*. Jakarta: Niaga Swada, 12

⁷Sara Hasianna Marbun, *Peran Gaya Kepemimpinan Terhadap Lingkungan Pengendalian dalam Struktur dan Pelaksanaan SOP di RS*. Jurnal Calypra. Vol. 2, No. 2 : 2013.

⁸Neneng Siti Maryam. *Mewujudkan Good Governance Melalui Pelayanan Publik*. Jurnal Ilmu Politik dan Komunikasi, Vol. 6, No. 1, Juni 2016.

⁹Ida Hayu Dwimawanti, *Kualitas Pelayanan Publik (salah satu parameter keberhasilan otonomi daerah)*. Jurnal "Dialogue" JIKAP, Vol. 1, No. 1, Januari 2004:109-116.

¹⁰Taufik, Hadi Warsono. *Birokrasi Baru Untuk New Normal: Tinjauan Model Perubahan Birokrasi Dalam Pelayanan Publik di Era Covid-19*.

- d. All individuals affected by the change should also be involved in the change planning process.

4. Adaptation and Service

Innovation Innovation is an important thing that must be done to achieve the goal. In line with this in another sense, innovation can be interpreted as an idea, practice, or object that is considered to be a refresher by an individual or a group of other adopters. Based on these several definitions of innovation, it can be concluded that innovation can be said to be an invention or it can also be said to be the adoption of other innovations that are important in the administration of the administrative system.¹¹

The COVID-19 pandemic forces leaders in this case to do three things in the service system during the new normal, including:¹²

- a. Keep working remotely (*Remote Working*).
- b. Improving digital capabilities (*digital upskilling*)

Service providers on the basis of safety must innovate in the safety of both parties between waiters and consumers. The safety innovation recommended by the government is to implement a health protocol. Health protocols are steps taken to overcome COVID-19. The health protocol consists of a prevention phase, a detection phase, and a response phase.

C. Research Methods

In this study, the authors used research with a descriptive qualitative approach. Researchers used the types and sources of data in the form of primary data and secondary data as a complement to primary data. Then, the research stages were carried out by the authors starting from the pre-field stage to the data analysis stage. After that, the data collection technique was carried out in several ways, namely interviews with 5 (five) sources, field observations by looking directly at the actual field data, then documentation as supporting data. Then in analyzing the data, the authors began by conducting interviews and direct observations, then transcripts were carried out for further coding and categorization. Then, the data is compared with the theory to prove the correlation.

D. Results and Discussion

Standard Operational Procedures for Congregation Services During the Covid-19 Pandemic at the Head Office of Shafira Tour Travel Surabaya.

In conducting the analysis, the author adjusted the theories from the existing research focus with the author's findings regarding service operational standards and innovations carried out during the COVID-19 pandemic at Shafira Tour Travel Surabaya.

1. Standard operating procedures for services at Shafira Tour Travel

Regarding service providers, the quality of service must contain standards that must be met in service, including:¹³

- a. Simple

The principle of service at Shafira Tour Travel must be simple, the meaning is that as much as possible service officers provide services that are easy to understand by the congregation. Then, to be able to explain the congregation well, the service officer must also be

¹¹ Taufik, Hadi Warsono. *Birokrasi Baru Untuk New Normal: Tinjauan Model Perubahan Birokrasi Dalam Pelayanan Publik di Era Covid-19*.

¹² Rianasari Bimanthi Esti. *Strategi Sumber Daya Manusia di Masa Pandemi dan New Normal Melalui Remote Working, Employee Productivity, dan Upskilling for Digital*. *Jurnal Pengabdian Masyarakat*, Vol. 1, No. 1, Juli 2020.

¹³ Neneng Siti Maryam. *Mewujudkan Good Governance Melalui Pelayanan Publik*. *Jurnal Ilmu Politik dan Komunikasi*, Vol. 6, No. 1, Juni 2016.

able to recognize the various characters of the congregation. Then in providing a simple service, communication must be prioritized. In addition, service officers must also know the character of each congregation who comes so that they can adjust. And also service officers must also take the hearts of the congregation to be more fit. Therefore, service officers must be good at seeing the situation and condition of the congregation.

b. Accurate

Shafira has done an accurate service. This is evidenced by the products offered, for example by exchanging currency, Shafira has made a list of the price of money and its denominations to minimize these mistakes. And all these things are done properly and legally.

c. Certainty of Time

Shafira does not provide certainty of time in service. It is proven that the service is determined by the congregation, if the congregation does not complete the procedures that must be completed, then the service to the congregation will also not be completed quickly. Second, that the service at Shafira does not determine time certainty, but only uses time estimates. Because providing certainty is included in the promise. This was done to minimize the disappointment of the congregation.

d. Security

Shafira has provided services to pilgrims safely. Evidence from this security can be seen that the safety of the congregation and the goods carried by the congregation is also a priority for Shafira. The second analysis, that the security of the service at Shafira is realized by the security of the transactions that have been carried out. starting from security at the time of payment and after payment which is shown by the security of the congregation's money that has been received by Shafira.

e. Responsibility

Shafira has done good for the service and is fully responsible to the congregation. this is evidenced by seeking things that can handle pilgrims while in Indonesia and in Saudi Arabia. Then Shafira also provides assistance from the tour gate and mutowwif who live as companions in the worship process and can also be recipients of congregational complaints when something happens in the holy land.

f. Ease of Access

Shafira has provided easy access to pilgrims. evidenced by Shafira's strategic and easy-to-reach location and location, Shafira also has 14 branches throughout East Java. Not only places that can be easily accessed, but Shafira also makes it easier for pilgrims to take care of their administrative processes by going through the available WhatsApp numbers or by sending documents via post.

g. Convenience

Shafira has provided good comfort to the congregation. Shafira has paid attention to aspects of the service environment and orderliness. This is evidenced by explaining to the congregation about hotels and accommodations that will later be used in Saudi Arabia. Then, the second analysis is that Shafira has served sincerely and wholeheartedly. This is evidenced by putting the comfort of the congregation first.

h. Completeness of infrastructure

Shafira already has a fairly complete infrastructure to support services. This is proven by the existence of communication tools in the form of computers, cellphones and cable phones. And also Shafira has other physical facilities that support services outside the office.

i. The service and complaint officer

Shafira has provided services by placing special service officers to check the completeness of the completeness to the officer for each complaint. This is evidenced by the fact that every activity in Shafira has a division that is responsible for its duties to the extent of its respective constraints. And also for complaints, it is proven by the existence of a hotline number that can be contacted by pilgrims to make complaints.

j. research on satisfaction

with this service has also done this. That is, to maintain the satisfaction of the congregation after using the services at Shafira, Shafira applies an assessment of the services that have been provided to be used as improvements in the future.

2. Planning changes at Shafira Tour Travel

a. Changes are made for good reason.

Shafira has planned change with good reason. It is proven that the health factor between the two parties between the congregation and the officers is a factor that Shafira pays attention to, especially by managerial.

b. Changes are made gradually.

Shafira in planning changes is done in stages. If this is done, it will be better than having to do it directly as a whole. Therefore, if changes are not made gradually, it will lead to confusion in the existing system. It aims to see in terms of the effectiveness of these changes, therefore the stages in the changes are carried out to minimize failures that are too large. In the presentation it is also added that making gradual changes is safer and better.

c. Changes are made carefully and thoroughly.

Shafira carried out very carefully and thoroughly. This is evidenced that the congregation increasingly understands every detail of the services provided by Shafira. Because these changes will produce a new product, namely a better service.

d. Involve all affected individuals in the change planning process.

In this sub-chapter, there is a discrepancy between the theory and the data that the author finds in the field. It is proven that the managerial and leadership at Shafira do not invite employees in any existing change planning.

3. Service innovation due to the COVID-19 pandemic at Shafira Tour Travel

In theory, it is said that during the COVID-19 pandemic, leaders in this case forced the leaders to do three things in the service system during the new normal, including:¹⁴

a. Continue to work remotely (*Remote Working*).

Shafira made an innovation in the form of an online work system for several months after the covid outbreak. Then, another evidence that Shafira reduces the work system by reducing employees who work in the office by using a monthly rolling system.

b. Increasing *digital upskilling* (*digital upskilling*)

The pandemic encourages innovation in the form of increasing digital capabilities. However, Shafira has been using digital technology for a long time even before the pandemic. From these two things, it can be concluded that increasing digital capabilities for innovation during the pandemic has not been carried out at Shafira because Shafira has used the digitization of services prior to the COVID-19 pandemic.

c. Health protocol

Steps for implementing a health protocol. First, pilgrims are advised to wash their hands, then check body temperature, but to check body temperature it has not been effectively carried out. Then, after the congregation goes home, the seats that have been used will be sprayed using a disinfectant. Other data found in the presentation stated that the health protocols implemented included wearing masks, hand sanitizers were provided, then the most important thing was that there was a distance between worshipers and service officers. Shafira also uses television as a mediator in the process of explaining brochures or products. However, currently Shafira only requires officers to use masks without face shields and gloves, because these are deemed ineffective when providing services.

¹⁴Raniasari Bimanthi Esti. *Strategi Sumber Daya Manusia di Masa Pandemi dan New Normal Melalui Remote Working, Employee Productivity, dan Upskilling for Digital*. Jurnal Pengabdian Masyarakat, Vol. 1, No. 1, Juli 2020.

E. Conclusion

Shafira Tour Travel has implemented standard operational service procedures set by the government. The standards that serve as guidelines in service include simple, uncomplicated, accurate services, certainty of time in service, guarantees for congregational safety, corporate responsibility, ease of access, convenience, completeness of company infrastructure, service and complaints officers, and research about satisfaction. Shafira Tour Travel during the covid-19 pandemic has made plans for changes and is trying to adapt to existing conditions. Shafira planned the change with good reason, then it was carried out gradually and carefully. However, Shafira's leadership in planning for these changes has not fully involved the individuals affected by these changes. In addition to making changes, Shafira also made adaptations in the form of creating a remote work system, then started by increasing the ability to digitize employees in services and implementing strict health protocols when determined to re-enter the office. However, during the COVID-19 pandemic, Shafira did not implement an increase in employee digital capabilities. This is because Shafira has started the service digitization system long before the COVID-19 pandemic.

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