

Evaluating The Effectiveness Of Delivery Standard Operating Procedures (Sops): A Case Study At PT Tustika Nagata (2025)

Maria Anjelina Margaretha Pajo^{1*}, Muazaroh²

¹Diploma Program in Banking and Finance, Faculty of Economics and Business, Universitas Hayam Wuruk Perbanas, Surabaya, East Java, Indonesia

²Faculty of Economics and Business, Universitas Hayam Wuruk Perbanas, Surabaya, East Java, Indonesia.

* Corresponding author:

Email: margarethapajo03@gmail.com

Abstract.

This study aims to evaluate the effectiveness of the Standard Operating Procedures (SOP) for goods delivery at PT Tustika Nagata, a logistics company based in Surabaya, Indonesia. Employing a qualitative descriptive approach, the research utilized data collection techniques including interviews, field observations, and documentation review. Findings indicate that the current SOP implementation still faces challenges such as late submission of delivery notes, delayed vehicle returns, discrepancies in spare part expense reporting, and inadequate vehicle maintenance by drivers. Internal constraints include a lack of discipline among operational staff and insufficient SOP enforcement, while external factors involve limited integration of technology in logistics processes. The study emphasizes the importance of well-structured SOPs in improving administrative accuracy, vehicle rotation efficiency, and financial accountability. Based on the analysis, recommendations include enhancing employee discipline, refining SOP content, digitizing logistics workflows, and providing routine training. These improvements are expected to increase the operational efficiency and reliability of PT Tustika Nagata's delivery system in supporting seamless logistics performance.

Keywords: Delivery SOP; logistics management; operational efficiency; document discipline and SOP evaluation.

I. INTRODUCTION

Delivery operations play a critical role in ensuring the success of logistics processes within a company, especially in today's fast-paced and highly competitive business environment. In the logistics sector, Standard Operating Procedures (SOPs) serve as essential tools for maintaining consistency, enhancing efficiency, and minimizing errors in the distribution of goods. SOPs provide structured guidelines that define the proper steps for executing tasks, ensuring smooth operations in accordance with company standards and customer expectations. PT Tustika Nagata, a logistics and distribution company based in Surabaya, specializes in delivering various products, including frozen goods. As customer expectations for speed, accuracy, and service reliability continue to rise, the effectiveness of SOP implementation becomes a key determinant of operational performance. Based on field observations and semi-structured interviews with selected delivery and administrative staff at PT Tustika Nagata [1], several operational challenges were identified. These include delayed submission of delivery documents, late vehicle returns, discrepancies in spare part expenditures, and inadequate maintenance of operational vehicles.

These issues highlight significant shortcomings in SOP adherence, thereby impairing the company's logistics efficiency. Field findings show that standard procedures are often substituted with habitual practices or informal verbal instructions [2]. The absence of routine evaluations further exacerbates these problems, as outdated or poorly communicated SOPs continue to be applied despite evolving operational demands. Employees frequently deviate from established procedures, and the lack of monitoring and standardization has led to inefficiencies affecting delivery timelines, financial accountability, and customer satisfaction. This research aims to evaluate the effectiveness of the delivery SOPs currently implemented at PT Tustika Nagata. The objectives include identifying implementation gaps, analyzing underlying causes, and proposing practical recommendations to enhance procedural efficiency, task accuracy, and operational accountability. Improving the structure and application of delivery SOPs is expected to strengthen the company's logistics performance and help maintain its competitive service standards in an increasingly dynamic market.

II. METHODS

This study employed a descriptive qualitative approach to provide a systematic, factual, and accurate depiction of the effectiveness of delivery Standard Operating Procedures (SOPs) at PT Tustika Nagata. The research design focused on evaluating the implementation of existing SOPs and identifying the core challenges affecting their execution. Data were collected using three main techniques: direct observation, semi-structured interviews with operational staff, and document analysis. Primary data were obtained through real-time observation of delivery operations and interviews conducted with key personnel in logistics and administration.

A structured interview protocol ensured the consistency and relevance of the information gathered. Secondary data were sourced from internal company documents, including SOP manuals, delivery records, and operational guidelines. Thematic qualitative analysis was employed to process the interview transcripts and field notes. Key statements were coded and grouped into thematic clusters to identify patterns and core issues in SOP implementation. Triangulation of data sources enhanced the credibility of findings. Observations were used to validate statements from interview participants, while document analysis provided contextual grounding. The scope of this study was limited to PT Tustika Nagata's delivery division and data collection was conducted exclusively during 2025.

III. RESULT AND DISCUSSION

The research findings indicate that while SOPs exist for delivery processes, their implementation is inconsistent. Interviews revealed that some staff rely more on habit and verbal instructions than on formal procedures. Several employees admitted to not fully understanding the SOP content, which contributes to procedural errors and inefficiencies. For instance, the submission of delivery documents often exceeds the expected timeframe, affecting financial reporting and customer satisfaction. Similarly, maintenance records for delivery vehicles are incomplete or delayed, leading to a higher risk of breakdowns during operation. These findings suggest that SOPs are not fully internalized by the personnel responsible for executing them. From a management perspective, the absence of routine evaluations and follow-up training sessions has contributed to the low awareness of SOP requirements. This is consistent with the findings of Aulia and Afkarin [3], who emphasized the need for continuous monitoring and evaluation to ensure SOP effectiveness. The results also indicate that while the physical infrastructure at PT Tustika Nagata is adequate, organizational discipline and human resource capacity remain key barriers to effective SOP implementation. According to Nikijuluw et al. [4], structured training and discipline reinforcement are essential for SOP compliance. The study also found that there is limited use of digital documentation tools, which makes the archiving and tracking of delivery activities more cumbersome. Integrating digital systems could enhance efficiency and accountability.

Delivery SOP Implementation System and Constraints at PT Tustika Nagata

Standard Operating Procedures (SOPs) serve as a critical framework in logistics operations, guiding employees in carrying out delivery tasks effectively, efficiently, and in accordance with company policies. At PT Tustika Nagata, the delivery SOP system includes several key aspects: submission of delivery documents (surat jalan), timely return of vehicles, reporting of spare part usage, and vehicle maintenance. These procedures are intended to standardize operations, ensure data accountability, and prevent logistical delays. However, research findings indicate that these SOP components are inconsistently implemented in the field. One of the most frequently followed SOP elements is the submission of delivery documents, yet in practice, many drivers fail to submit the required documents on time. This delays administrative reconciliation and creates inaccuracies in daily reports. The SOP also mandates that vehicles must be returned to the fleet center immediately after delivery tasks are completed. However, field observations revealed that vehicle returns are often delayed due to lack of supervision and discipline.

In addition, SOPs relating to vehicle maintenance and spare part expenses are poorly executed, as documentation is often incomplete or inconsistent with actual operational needs. This research identified several implementation constraints at PT Tustika Nagata, which can be categorized into internal and external factors. Internal constraints include a lack of discipline among operational personnel, minimal understanding

of SOP contents, and the absence of regular SOP monitoring and evaluation. Field findings show that standard procedures are often substituted with habitual practices or informal verbal instructions [3] rather than documented procedures. This leads to variations in task execution across departments and increases the risk of administrative errors. From the external perspective, the main challenge lies in the absence of integrated digital tools to support SOP monitoring. Delivery logs, vehicle tracking, and financial documentation are still performed manually, making the system vulnerable to data loss and reducing real-time visibility of operational activities. While there is some intention by the company to implement digital tracking systems in the future, these initiatives are still in the planning phase and not yet applied company-wide.

Solutions and Recommendations

Based on the research findings, the primary recommendation for PT Tustika Nagata is to strengthen SOP enforcement through structured supervision and training. Routine socialization of SOPs, especially to operational staff such as drivers and fleet coordinators, is essential to improve awareness and compliance. Additionally, the content of the SOP should be reviewed and refined to ensure clarity, relevancy, and adaptability to real field conditions. The implementation of digital delivery tracking systems is also highly recommended. These systems can automate vehicle usage logs, monitor delivery timeframes, and streamline the submission of delivery documentation. Research in logistics best practices highlights the importance of digital tools in enhancing speed, transparency, and accuracy in delivery workflows. Moreover, the company should invest in capacity building for logistics personnel, ensuring that all individuals involved in delivery tasks understand the purpose and procedures outlined in the SOP. This includes regular training, feedback mechanisms, and performance evaluations to reinforce procedural discipline. By adopting these improvements, PT Tustika Nagata is expected to enhance the reliability, accountability, and efficiency of its delivery operations in alignment with industry standards.

IV. CONCLUSION

It can be concluded that the implementation of delivery Standard Operating Procedures (SOP) at PT Tustika Nagata is still not fully effective in supporting operational discipline, administrative accuracy, and logistical efficiency. Several SOP components—such as the timely submission of delivery documents, vehicle return procedures, and reporting of spare part usage—are inconsistently applied in daily practice. This inconsistency stems from both internal and external challenges. Internally, the lack of employee awareness, limited SOP supervision, and absence of routine evaluation contribute to procedural deviations. Externally, the company has not yet adopted digital tools to support document tracking and delivery monitoring, resulting in slow processes and increased potential for error. To overcome these challenges, the company must improve SOP implementation by enhancing employee discipline, clarifying procedural content, and conducting regular SOP training and socialization. The introduction of digital systems for delivery documentation and vehicle tracking is also recommended to streamline logistics operations and increase transparency. By reinforcing SOP application through structural, technological, and human resource improvements, PT Tustika Nagata is expected to achieve better control, accountability, and performance in its delivery operations.

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