

Chapter II

LITERATURE REVIEW

2.1.SOP Customer Service

2.1.1 SOP Customer Service in general

ArjunoWiwoho (2008) states an SOP is a set of instructions made by an organization or company as a standardized form of an activity to be followed by employees. The Forms of activities that need to be made in SOP is a form of repetitive or frequent activities. By making SOPs, it is expected that the standard of activities performed will remain the same from time to time, regardless of who performs or is responsible for such activities.

The types of jobs said by Arjuno (2008) they must be handled by those who work in the field of Customer Service which are diverse ranging from receiving calls from customers, face-to-face with customers, serving telephonic and internet sales, privacy protection services from customers, service in order acceptance and service Post purchase.

He adds this SOP may be modified according to the type of task or activity that needs to be performed by those working in the Customer Service or adapted to the circumstances of the company or organization itself:

1. Objective

Regulate the ordinance of employees who work as Customer Service in serving customers through which is connected with the Internet media and other media in the form of telephone and social media in the form of BBM and WA to improve customer satisfaction.

2. Scope

Serving any kind of questions, complaints, feedbacks, suggestions, criticisms or purchasing processes made by customers.

3. Parameter

The customer is satisfied with the service provided and the feedback so that the same problem or question can be solved and will not be repeated in the future. In addition, it is expected to reduce or no complaints submitted by the customer regarding the workings of the Customer Service of the company.

4. Standard Operation

- a. The head of the Customer Service field should arrange a clear division of tasks regarding the person in charge of each communication system from telephone, fuel and WA.
- b. Those working in the Customer Service (CS) field should listen to what the customers are saying over the phone or other forms of communication as well as possible.
- c. Ask questions to customers or reiterate what has been said by the customer to ensure that there is no misunderstanding from both parties on the issue raised. This is to make sure to the customers that what they say is really heard
- d. Handles what the customer is saying in accordance with the theme :
 - If the question is a question of how the purchase of an existing product, the security of the online transaction, or any other technical matters, the Customer Service asks the question in accordance with the predefined guidelines. CS Parties can also advise customers to learn more about the applicable terms and conditions, which are available on a special page of their website.

- If it is a complaint, then the CS should record the complaint neatly and promise customers that they will follow up on the matter soon and notify the result as soon as possible to the customer.
 - Complaints that already have answers or solutions should be directly acted upon by informing customers about them. This is done to increase customer satisfaction and not make them doubt the services that can be given by the company.
5. Throughout the process of receiving questions or complaints from customers, the CS is expected to remain polite and use good sentences, even if the customers have sounded angry or disrespectful. Strive to remain calm and not provoked by customers' words. Say greeting at the end and start of communication, and thank every customer before ending communication relationship.
 6. Perform the documentation process for any incoming questions, complaints or feedback, especially for the types of complaints that often arise. Make a report on this matter to the employer so that further action can be taken and reduce the number of the same report in the future.

2.2 Definition SOP

According to Moekijat (2008) Standard Operating Procedure (SOP) is a sequence of steps (or execution-work), where the work is done, relating to what is done, how to do it, when doing so, where to do it, and who Do it and TjiptoAtmoko (2011) states Standard Operating Procedure (SOP) is a guideline or reference for performing job duties in accordance with the function and appraisal tools performance of government agencies based on technical, administrative and procedural indicators in accordance with work procedures, work procedures and

work system on The work unit concerned. Furthermore insani (2010: 1) mentions SOP or standard operational procedure is a document containing a series of standardized written instruction on various processes of organizing office administration that contains how to do the work, time of implementation, place of administration and actors who play a role in the activities (Insani, 2010: 1). We can conclude that definition SOP in general is a document relating to procedures performed chronologically to complete a job that aims to obtain the most effective results

2.2.1SOP Objectives and Functions

The purpose of preparing SOPs is to explain the details or fixed standards concerning repetitive work activities organized within an organization. Good SOPs are SOPs that can make better work flow, guide new employees, cost savings, ease of supervision, and result in good coordination between different parts of the company.

The purpose of Standard Operating Procedures (SOP) is as follows (Indah Puji, 2014: 30):

- a. To maintain consistency of performance level or performance of certain condition and where officer and environment in doing certain task or job.
- b. As a reference in the implementation of certain activities for fellow workers, and supervisors
- c. To avoid failure or error (thereby avoiding and reducing conflict), doubt, duplication and waste in the process of implementation of the activity.
- d. a parameter to assess the quality of service.
- e. To better ensure the efficient and effective use of power and resources.
- f. To explain the task flow, authority and responsibility of the relevant officer
- g. As a document that will explain and assess the implementation of the work process in the event of any errors or allegations of

practices and other administrative misconduct, so as to protect the hospital and officers

- h. As a document used for training.

As a historical document when a new SOP revision has been made.

2.2.2 The Functions of SOP

- a. Streamlining the duty of officer / employee or team / work unit.
- b. As a legal basis in case of irregularities.
- c. Be clear about the obstacles and easy to trace
- d. Directing officers / employees to equally discipline in work.
- e. As a guide in carrying out routine work.

2.2.3 The Benefits of SOP

SOP is a written stipulation of what to do, when, where and by whom and is made to avoid variations in the process of execution of activities by employees that will disrupt the performance of the organization (government agencies) as a whole. SOP has benefits for the organization, among others (PermenpanNo.PER / 21 / M-PAN / 11/2008):

- a. As standardization of the way employees do in completing special work, reduce errors and omissions.
- b. SOPs help staff become more independent and independent of management interventions, thereby reducing leadership involvement in day-to-day execution processes
- c. Improve accountability by documenting specific responsibilities in performing tasks.
- d. Create a standard performance measure that will give employees. Concrete ways to improve performance and help evaluate the business that has been done
- e. Creating training materials that can help new employees to quickly do their job.
- f. Shows the performance that the organization is efficient and well managed.
- g. Avoid overlapping of service delivery duties

2.2.4 SOP Principle

In PER / 21 / M-PAN / 11/2008 PERMENPAN stated that the compilation of SOP must meet the following principles: ease and clarity, efficiency and effectiveness, alignment, measurement, user-oriented, legal compliance, and legal certainty.

- a. ***Consistent***. SOPs should be implemented consistently from time to time, by anyone, and under any circumstances by all levels of government organizations.
- b. ***Commitment***. SOPs should be implemented with full commitment from all levels of the organization, from the lowest and highest level.
- c. ***Continuous improvement***. Implementation of the SOP should be open to improvements to obtain a truly efficient and effective procedure.
- d. ***Binding***. SOPs shall be binding executors in performing their duties in accordance with established standard procedures.
- e. ***All elements have an important role***. All employees of certain roles in each procedure are standardized. If certain employees do not carry out their role well, it will disrupt the whole process, which ultimately also affects the governance process.
- f. ***Well documented***. All standardized procedures must be well documented, so they can always be used as a reference for every person who needs them

2.3.The Procedure

According to Richard F. Neuschel (1971), quoted by Yogyanto (1996: 4) defines:"A procedure is a sequence of clerical activity (writing), usually

involves several people in one or more departments, which are applied to ensure uniform handling of business transactions that occur."

More Jerry Fitz Gerald et al (1981) cited by Yogyanto (1996: 5) defines: "A procedure is the exact sequence of steps of instructions that explain what should be done, who do it, when to do and how to do it."

According to Mulyadi (2001: 5) defines: "The procedure is a sequence of clerical activity, usually involving several people within a department or be made to ensure uniform handling corporate transactions that occur repeatedly. In a system, usually consisting of several procedures where the procedures are interrelated and influence each other. As a result, if there is a change then one procedure, it will affect other procedures."

According to ZakiBaridwan (2009: 30) procedure is a sequence of clerical work (clerical), usually involving several people in one or more parts, arranged to ensure uniform treatment of the transactions the company is going.

2.4 Customer Service Staff

2.4.1 Customer

According to Nasution (2004: 102) customers of a company is the people who buy and use the products of a company. According Gasperz in Laksana (2008: 10) there are three kinds of customer those are:

1. internal customer

A person who is in the company and has an influence at the performance jobs or our company.

2. Intermediate Customer

Are those who act or acted as an intermediary and not as an end user of the product.

3. External Customer

A buyer or end user of the product, which is often touted as a real customer (Real Customer)

2.4.2 Customer Service

Services or service is any activity or benefit that may be given one party to another that basically did not materialize, nor result in the ownership of something and production may or may not be associated with a physical product. (Kotler, 2002: 143). Understanding customer service in general is any activity that is destined or intended to give satisfaction to customers, through services that can meet the desires and needs of customers (Kashmir, 2004: 201).

The definition of customer service (customer service) is also expressed by Zeithaml, et al. in HurriyatiRatih (2006: 15), is the submission process and the performance or quality that can be felt by the user. Judging from the advantages of service and support to customers, it can be deduced as follows:

1. The company can acquire customers' trust

Through service and support to customers, quality products customers can see and understand correctly.

2. Customers can obtain the maximum value of the product

Service and support to customers who either can convince customers that the maximum value from their product purchases also from customers can avail the facility or the potential of such product in accordance with the capabilities that have been estimated by the company to the products.

3. Service can provide a profit (profit) for the company

Service and support to customers both in some cases to provide benefits (profits) for the company. Total revenue from the customer service field may be several times higher than the selling price of the base so as to give a greater advantage.

4. The Company better understand customer needs.

There is also the advantage that maximized the company if doing customer service for companies to better understand customer needs. Cooperation between the customer and the company allows for feedback, criticism and ideas that can be processed and developed by the company for the fulfillment of

customer needs. Good attitude of the customer service which will determine the positive choice to customers, companies can find out what the customer expectations and attitudes to the company's loyal customers. Customer service should also be smart to maintain good relations, handle all the challenges of service to all customers and customer service must be persons of high quality and be nice to make the exceptional service that can satisfy the customer. So customer service itself is one of the spearheads of the most important for the company to build customer satisfaction.

Functions and Duties Customer Service :

Customer service certainly has the functions and tasks to be assigned. The functions and tasks to be carried in a sense can be carried out with the best and responsible from the beginning to something of service. Customer service functions and tasks that must be thoroughly understood so that a customer service excellence can carry out their duties. According to Kashmir (2004: 203), the functions and tasks of customer service, as follows:

1. As Receptionist

Receptionist means customer service as a receptionist / customer that comes with suave, quiet, sympathetic, interesting and fun. In this case the customer serviceshould be paying attention, speaking in a soft voice and clear language that is easily understood. While serving a customer customer service are not allowed to smoke, eat and drink.

2. As Deskman

Deskman means customer service as the person serving a wide variety of applications filed clients or potential clients. To provide information about bank products, explain the benefits and features of the bank. Then answer customer questions about the bank's products and help customers to fill out an application form.

3. As a Salesman

Saleman means customer service as the person selling banking products as well as hold approach and seek new customers as well as trying to maintain old customers. Also try to overcome any problems faced by customers including objections or complaints from customers.

4. As a Customer Service Relation Officer

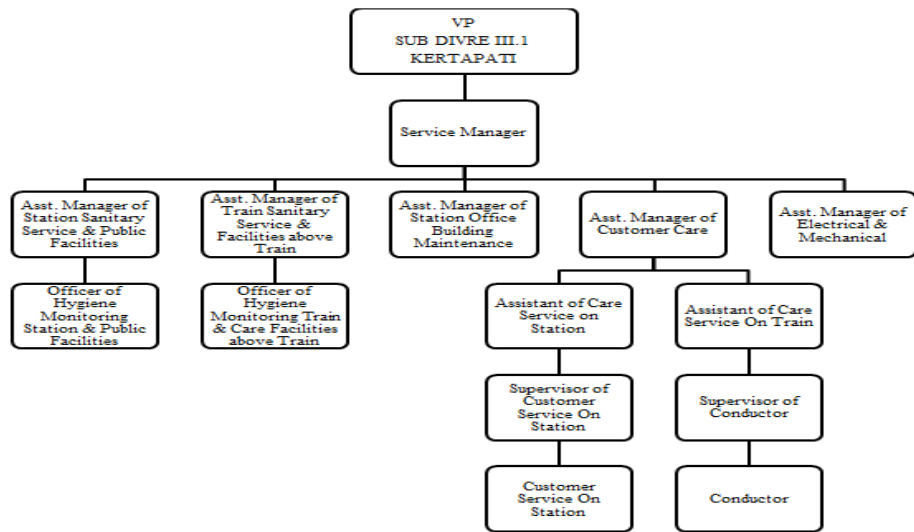
Customer service means a person who can establish a good relationship with all customers.

5. As Communicators

Communicator's customer service as people who contact the customer and provide information about everything that has to do with their customers.

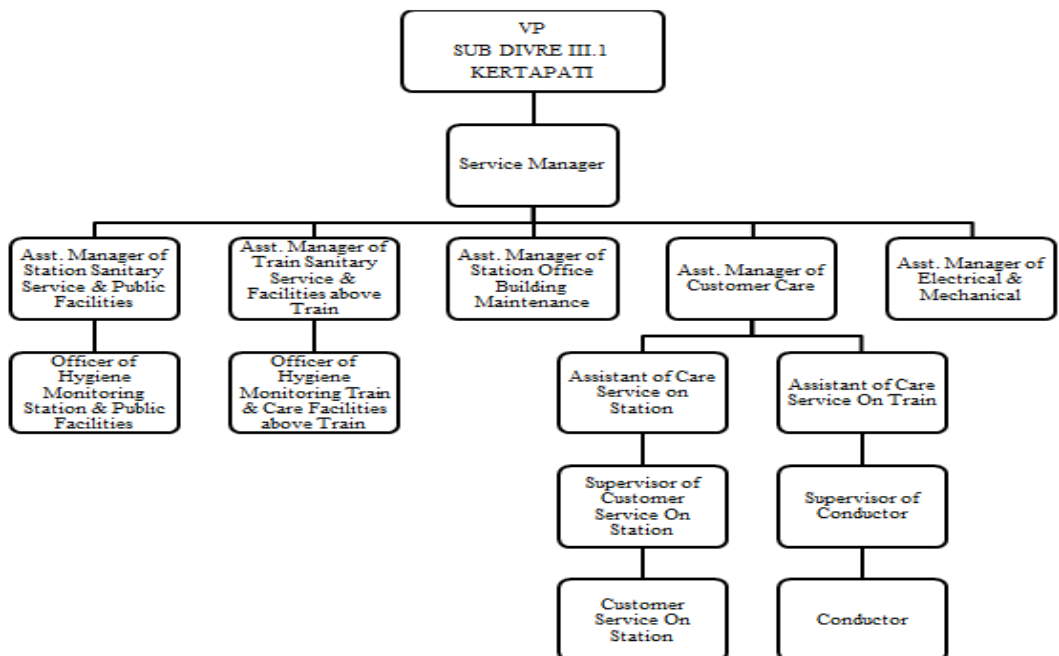
2.5 Structure Organization

According to Andrew(2000) Organization is a form of cooperation between many people to reach the company purpose. Organization Chart is schematic description of relationship between various job positions. Prof. Dr. MrPradjudiArmosudiro(2000) states organization is the structure of the division of labor and the structure of the working relationship between a group of holders of certain positions work together to jointly achieve certain goals. Furthermore Max Weber(1999) states organization is a structured framework within which contains the authority, responsibility and the division of labor to perform each specific function. So we can conclude that organization is a pattern of relationships through which people under the direction managers pursue a common goal. organization is a form of union organization every human being to achieve a common goal. The organization is a system of cooperation activities carried out by two or more persons. Here is the organization structure of the Service Department of PT Kereta Api Indonesia, Sub Regional Division III.1 Kertapati:



2.6 PT KAI Profile

PT KAI is a company who has available railway transportation, PT KAI is a big company who have much division inside, but especially in Palembang (DIVRE III) there are some division look at the picture



Picture of organization above tells us about division of Service at DIVRE III Palembang the head of customer care section is Asst Manager of Customer care below assistant od customer care service on station, supervisor of customer

care and the last is customer service on station. Customer service on station in charged to handle customer complaint, suggestion, giving announcements.

Job Description

Based on the organization structure above, the main tasks and responsibilities of each position can be described as follows:

A. The Service Manager

- B. Formulates the translation of strategies and policies that have been established by the Central Office related to the duties and responsibilities to manage the implementation of services include hospitality at the front liners, hygiene services of stations and public facilities, cleanliness of trains and service facilities above trains, Customer Care and Management of general electric non operating facilities trains in the station Sub Regional Division III.1 Kertapati.
- C. Implements process of quality improvement the performance of services in a sustainable manner, management of hospitality at the front liners and risk management in the part.
- D. Manages the program and performance evaluation of the implementation of hygiene services of station and public facilities, hygiene services of trains and facilities above trains in Sub Regional Division III.1 Kertapati.
- E. Manages the program and performance evaluation of the implementation of Customer Care, handling incidents affecting service users (over stappen) and special services to customers with special needs (consiege).
- F. Manages the program and performance evaluation of the implementation of the general electrical maintenance and repair Non Operating Facilities train in the station Sub Regional Division III.1 Kertapati.
- G. Manages the development and maintenance / care official building inside the station as well as facilities to support other operations.

H. Implements monitoring, supervision, inspection and quality coaching job, plans the amount and quality as well as allocate and maintain the conductor.

In doing the main tasks and responsibilities, **The Service Manager** is assisted by:

Asst. Manager of Station Sanitary Service & Public Facilities

His job is arranging a management program and evaluation of the implementation hospitality performance of front liners and cleanliness of stations and public facilities in Sub Regional Division III.1 Kertapati, include: parking location, waiting room, corridor / hallway, reservation, counters, porter, toilet, praying room, station clock, sign board / information (public address / signage) as well as the procurement and maintenance of hygiene facilities (excluding equipment / office furniture at the station) and the fulfillment of minimum service standards (SPM).

In doing the main tasks and responsibilities, **Asst. Manager of Station Sanitary Service & Public Facilities** is assisted by:

Officer of Hygiene Monitoring Station & Public Facilities

His job is implementing the monitoring, surveillance, inspection and evaluation of the stations and public facilities in the sub-station regional division III.1 Kertapati include: parking location, waiting room, corridor / hallway, reservation, counters, porter, toilet, praying room, clock station, sign board / information (public address / signage).

Asst. Manager of Train Sanitary Service & Facilities above Train

His job is arranging a management program and evaluation of the implementation performance at the front-liners hospitality and cleanliness of trains and service facilities above train, include: interior cleanliness of trains,

toilets and toilet facilities, including a water treatment installation and trains washing facilities (at the station of departure).

In doing the main tasks and responsibilities, **Asst. Manager of Train Sanitary Service & Facilities above Train** is assisted by:

Officer of Hygiene Monitoring Train & Care Facilities above Train

His job is implementing the monitoring, supervision, inspection and evaluation of the cleanliness of train and service facilities above train, include: interior cleanliness of train, toilets and toilet facilities, including a water maintenance installation and trains washing facilities (at the station of departure)

Asst. Manager of Station Office Building Maintenance

His job is implementing development and maintenance / care of the building inside the station as well as facilities to support other operations, in Sub Regional Division III.1 Kertapati.

Asst. Manager of Customer Care

His job is arranging a management program and evaluation of the performance of the implementation of hospitality at the front-liners and customer service information services at stations and on trains (Customer Service On Station, Conductor, Customer Service Mobile, Announcer), management of suggestion boxes, service customer complaints above train and station , management of activities of mystery shopper and service champion in the region, management the implementation of the front-liners selection for activity / event internally and externally, in cooperation with tenants in the station, management of Customer Retention (management of customer database and monitoring website), service recovery and handling incidents affecting service users (over stappen), and special services to the customers special needs (consiege).

In doing the main tasks and responsibilities, **Asst. Manager of Customer Care** is assisted by:

Assistant of Care Service on Station

1. Sets up and preparation office activities Customer Service On Station.
2. Monitors and assesses of the performance of Customer Service On Station.
3. Prepares of daily reports on the situation of the service station.
4. Establishes, training and coaching Customer Service On Station.
5. Monitorsservice information and customer complaints at the station.
6. Conducts a mystery shopper on the front liners in the station.
7. Implements of service champion in the frontline in the station.
8. Selects front liners in the station for activities / events internally and externally.
9. Monitors discount program in ticket prices or exchange existing tenants at the station.
10. Manages customer database and website monitoring.
11. Implements recovery and incident response service that overwrite the service user (overstappen) in station.
12. Implements special services to customers with special needs (consiege) in station.

In doing the main tasks and responsibilities **Assistant of Care Service on Station** is assisted by the group of **Supervisor**:

Supervisor of Customer Service on Station

Its job is assisting **Assistant of Care Service on Station** runs main tasks and responsibilities.

In doing the main tasks and responsibilities **The Supervisor of Customer Service on Station** is assisted by:

Customer Service on Station

1. Provides information to customers such as: ticket, the remaining available tickets, train schedules, etc.
2. Receives and responds complaints and suggestions from passengers and records that need to be followed up on a record sheet that has been provided.
3. Hands the note to the Senior Manager / Manager Services / Junior Manager / Assistant Manager Customer Care or a designated official.

Assistant of Care Service On Train

1. Plans, organizes and prepares the office activities of conductor.
2. Monitors and assesses the performance of the conductor.
3. Prepares daily reports on the situation in the service above train.
4. Establishes, training and coaching conductor.
5. Monitors service information and customer complaints above train.
6. Conducts a mystery shopper on the front-liners above train.
7. Implements service champion in the front-liners above train.
8. Selects front-liner above train for activity / event internally and externally.
9. Implements service recovery and handling of incidents affecting service users (over stappen) above train
10. Implements special service to customers with special needs (consiege) above train.
11. Implements financial administration G.43 and makes performance assessment conductor.

In doing the main tasks and responsibilities **Assistant of Care Service on Train** is assisted by the group of **Supervisor:**
Supervisor of Conductor

His job is assisting **Assistant of Care Service on Train** runs main tasks and responsibilities.

In doing the main tasks and responsibilities **Supervisor of Conductor** is assisted by:

Conductor

1. Checks passenger ticket.
2. Counts the number of passengers.
3. Notes the fluctuate passenger in each destination station.
4. Leads the entire staff on the train so that passengers can be served well.
5. Ensure safe and smooth trip

Asst. Manager of Electrical & Mechanical

His job is arranging a management program and evaluation of the performance of the implementation of the maintenance and repair of installations / electrical equipment general and control spare parts of equipment and working tools of maintenance general electric Non Operations Facility Train for lighting, air conditioning and Sound System and mechanical building in the area of station includes water and ducts, garden, drainage in Sub Regional Division III.1 Kertapati.