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The Influence of Standard Operating Procedures (SOP) on Service Quality at Gas Stations 54,602.53 Gunungsari Surabaya

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ABSTRACT

Variable SOP Well Trained and Motivated Staff (staff who are well trained and motivated) have a positive and partially significant effect on service quality. This means that this is influenced by tidiness, courtesy, prudence, friendliness, and a sense of responsibility given by the company and its employees, with this will improve the quality of service. he SOP Q&Q Assurance variable (quality and quantity assurance) has a positive and partially significant effect on service quality. This means that this is influenced by the use of digital unit dispensers, unit dispensers that are sealed and certified by the Metrology Service, the equipment used is in good condition, free from manipulation of the unit dispenser seals, and the availability of products offered, thereby increasing the quality of service. .Variable SOP Well Maintained Equipment & Facility (facilities and equipment are well maintained) has a positive and partially significant effect on service quality. This is influenced by facilities, equipment and gas station areas that are well maintained, the facilities provided are adequate, the presence of fire extinguishers, and also displays security rules for the gas station area, with this increasing the quality of service. Variable SOP Consistent Physical Format (consistent physical format) has a positive and significant influence partially on the quality of service. This is influenced by the appearance of the gas station which reflects the identity of Pertamina, there is a sign of the product or type of fuel, the instructions for the facilities at the gas station, and also the presence of CCTV in the gas station area which is useful for security aspects, thereby improving the quality of service. The variable SOP Comprehensive Offering (comprehensive product offering) has a positive and partially significant effect on service quality. This is influenced by the availability of products offered such as Pertamax, Pertalite, Dexlite, Pertamina Dex, as well as the presence of air and radiator water filling facilities that can function properly, thereby increasing the quality of service.

Keywords: Comprehensive Offering

INTRODUCTION

One of the company's ways to improve the quality of their services is to make regulations in their operating processes which are commonly referred to as standard operating procedures (SOPs). According to Tathagati (2014), the SOP itself is a document that describes daily operational activities, with the aim that the work is carried out correctly, precisely, and consistently, to produce products according to the standards that have been previously set. is a regulatory software, which regulates the stages of a work process or certain work procedures (Budihardjo, 2014). In order for the SOP to be easy to implement, the SOP should be simple, easy to understand, and uncomplicated. SOPs that are made in detail and complicated tend to make task executors or employees confused or biased.

The roles and benefits of SOP implementation according to PERMENPAN No. PER/21/M-PAN/11/2008 including; improve company accountability, help staff to be more



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independent, create regular work standards and help job evaluation, and create efficiency in work. From the role and benefits of the SOP above, it can improve the quality of service in the company (Mranani & Lastianti, 2019).

One company that is now aware of increasingly competitive business conditions is Pertamina, this company is a state-owned company (BUMN) which has been established since 1957 and is engaged in the oil and gas sector. SPBU is a business unit of Pertamina that operates as a provider of fuel oil (BBM) for the community. Pertamina hopes that its gas station business unit can become a leading retail company by working in an integrated, professional manner, striving to provide good product quality and excellent service (Pertamina website). Pertamina itself in 2019 won the ASEAN Energy Award in the industry and refinery unit category as well as the green building category for the Rewulu BBM Terminal.

The opening of free competition in the oil and gas sector in Indonesia has led to the entry of foreign fuel retail companies such as Shell, Petronas, Exxon, and Total. Not only that, competition can also occur between parties who are Pertamina's gas station partners. Pertamina has now taken steps to face business competition between gas station entrepreneurs who are Pertamina's partners and companies operating in the gas station sector by issuing licenses such as the Pasti Pas gas station.

Gas stations that have been licensed or certified as Pasti Pas are gas stations that have met the SOP from Pertamina called the Pertamina Way which consists of 5 elements, these elements consist of Well Trained & Motivated Staff (staff who are well trained and motivated), Quality & Quantity assurance (assurance) quality and quantity), Well Maintained Equipment & Facility (facilities and equipment are well maintained), Consistent Physical Format, Aligned with Overall Retail Strategy (consistent physical format), and Comprehensive Product Offering (comprehensive product offering), which elements are audited regularly. So that consumers can get good service, in terms of quality, quantity, service, and facilities and infrastructure (Lastianti et al., 2018).

Gas stations that have been certified Pasti Pas will also benefit in the form of a reward margin, so that the implementation of SOPs is important in gas station operations and gas station partners are increasingly enthusiastic about implementing SOPs in order to get these rewards and also to attract customer trust. However, the reality is that there are gas stations that do not run the SOP properly. There was news of a fire at the gas station and the filling of fuel was not according to the dose, sometimes there was an error in filling the type of fuel to the vehicle, and the reduction in fuel price change. With the above incident the authors are interested in knowing the level of application of SOPs at gas stations.

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RESEARCH METHODS

This study uses a quantitative research design that is to verify theory based on empirical data. Then survey research with a census and determine the existing facts, and use longitudinal research, namely research from time to time. The operational definition of research variables is an explanation of each variable used in research on an indicator that forms it. A variable is anything that can differentiate or change a value. Values can be different at various times for the same object or person, or at the same time for different objects or people (Uma Sekaran, 2017). According to Uma Sekaran (2008), the dependent variable or commonly referred to as the dependent variable or criterion variable is the main variable that is a factor that applies in investigations, this analysis is to find answers or solutions or problems. According to Uma Sekaran (2011), independent variables or commonly referred to as independent variables are variables that take the dependent variable, either positively or negatively. If there is an independent variable, the dependent variable will also be present, and with each unit increase in the independent variable, there is also an increase or decrease in the dependent variable.

RESULTS AND DISCUSSION

Reliability Test

Reliability tests were carried out to determine and assess the questionnaire instrument which became an indicator of the variables that could provide similarities between the measurement results or the consistency of the measurements. An instrument is called reliable or reliable if the respondent's answers are stable over time. The test results are as follows:

Table 1. Reliability Test Results

Variabel	Cronbach	Cut Off	Hasil
	Alpha		
SOP Well Trained and Motivated Staff	0,95	0,60	Reliabel
SOP Q&Q Assurance	0,90	0,60	Reliabel
SOP Well Maintaine Equipment & Facility	0,91	0,60	Reliabel
SOP Consistent Physical Format	0,90	0,60	Reliabel
SOP Comprehensive Offering	0,91	0,60	Reliabel
Kualitas Pelayanan	0,92	0,60	Reliabel

Based on table 1, it can be seen that the Cronbach Alpha value from this study is > 0.60, the requirements of the reliability test if Cronbach Alpha > 0.60, then the variable can be said to be reliable. Conversely, if Cronbach Alpha < 0.60 then the variable cannot be said to be reliable. In this

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research variable all Cronbach Alpha > 0.60, then all variables in this study can be said to be reliable or reliable.

Normality test

According to Ghozali (2016), the data normality test is used to test whether in a regression model an independent variable and a dependent variable or both have a normal distribution or not. If a variable is not distributed abnormally, then the results of statistical tests will decrease. Data that can be said to be normal if it has a significance value above 5% or 0.05. The results of the normality test can be seen in table 2 as follows:

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,25636050
	Absolute	,116
Most Extreme Differences	Positive	,048
	Negative	-,116
		177

- a. Test distribution is Normal.
- b. Calculated from data.

Kolmogorov-Smirnov Z

Asymp. Sig. (2-tailed)

Based on table 2 above, it can be concluded that the regression model meets the assumption of normality because the significance value is 0.117 > 0.05.

Multicollinearity Test

The multicollinearity test was used to test whether in the regression model there was a correlation between the independent variables. A good regression model should not have a correlation between the independent variables or there should be no multicollinearity. In this test, it is done by comparing the tolerance value and the amount of VIF (Ghozali, 2005). If the tolerance value is > 0.1 and VIF < 10, it can be said that there is no multicollinearity. The results of the multicollinearity test can be seen from table 3 below:

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 Table 3. Multicollinearity Test Results

	Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B Std. Error					Tolerance	VIF
	(Constant)	-,952	1,004		-,948	,345		
	Well Trained and Motivated Staff	,083	,035	,173	2,354	,021	,299	3,345
	Q&Q Assurance	,201	,079	,203	2,527	,013	,251	3,987
1	Well Maintained Equipment & Facility	,202	,083	,200	2,437	,017	,239	4,176
	Consistent Physical Format	,315	,098	,262	3,210	,002	,242	4,127
	Comprehensive Offering	,186	,067	,185	2,779	,007	,364	2,749

a. Dependent Variable: Kualitas Pelayanan

Based on table 4.13 above, the regression model does not occur multicollinearity because the tolerance value of all independent variables from the regression model is > 0.1 and the VIF of all independent variables is < 10.

Heteroscedasticity Test

To find out whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of an inequality of variance from the residuals for all observations in the regression model. A good regression model is one with homoscedasticity or no heteroscedasticity (Ghozali, 2011). The regression model is homoscedastic if the significance value is > 0.05. To find out, it can be seen from table 4.14 below:

Table 4. Heteroscedasticity Test Results

Mode	el	Unstandardized		Standardized	t	Sig.	
		Coefficients		Coefficients			
		В	Std. Beta Error				
	(Constant)	1,220	,546		2,232	,028	
1	Well Trained and	,033	,019	,309	1,721	,088	
	Motivated Staff						
	Q&Q Assurance	-,050	,043	-,227	-1,162	,248	
	Well Maintained	,030	,045	,132	,658	,512	
	Equipment & Facility						
	Consistent Physical	-,029	,053	-,109	-,548	,585	
	Format						
	Comprehensive	-,030	,036	-,135	-,828	,410	
	Offering						

a. Dependent Variable: Kualitas Pelayanan

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Based on table 4, it can be concluded that there is no heteroscedasticity or it can be said that there is homoscedasticity because the significance value of all independent variables from the regression model is > 0.05.

Multiple Linear Regression Analysis

Regression analysis is used to measure the relationship or strength of the relationship between two or more variables, and to show the direction of the relationship between the independent variable and the dependent variable. Regression model is used to determine the effect of SOP on service quality for SPBU 54,602.53 Gunungsari Surabaya. In this study, the independent variable used was SOP, while the dependent variable used was service quality. The results of data processing using the SPSS program and then explained and analyzed based on table 4.15 as follows:

Table 5. Multiple Linear Regression Test Results

Variabel Independen	Koefisien Regresi (Standardized	Sig-t	Ket.	
	Cofficient)	(p-value)		
Konstanta	-0,952			
Well Trained and	0,083	0,021	Signifikan	
Q&Q Assurance (X2)	0,201	0,013	Signifikan	
Well Maintained	0,202	0,017	Signifikan	
Equipment&Facility				
Consistent Physical	0,315	0,002	Signifikan	
Comprehensive	0,186	0,007	Signifikan	
F hitung	103,676			
Sig-F	0,000			
R2	0,840			

Dependent Variable: Service Quality(Y)

Source: Regression Result Data (2021)

By paying attention to the multiple linear regression model, the effect of SOP on service quality at SPBU 54,602.53 Gunungsari Surabaya is as follows: Y = -0.952 + 0.083X1 + 0.201X2 + 0.202X3 + 0.315X4 + 0.186X5

Based on the multiple linear regression equation above, it can be explained as follows:



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- 1. The constant value of (-0.952) can be concluded that if the value of the independent variable is equal to 0 then the amount of Service Quality is (-0.952).
- 2. SOP Well Trained and Motivated Staff (X1) has a positive influence on service quality, with a regression coefficient of 0.083. This means that if the Well Trained and Motivated Staff increases by one unit, the quality of service will also increase by 0.083 assuming all other independent variables are constant.
- 3. SOP Q&Q Assurance (X2) has a positive influence on service quality, with a regression coefficient of 0.201. This means that if Q&Q Assurance increases by one unit, the quality of service will also increase by 0.201 assuming all other independent variables are constant.
- 4. SOP Well Maintained Equipment & facility (X3) has a positive influence on service quality, with a regression coefficient of 0.202. This means that if the Well Maintained Equipment & Facility increases by one unit, the service quality will also increase by 0.202 assuming all other independent variables are constant.
- 5. SOP Consistent Physical Format (X4) has a positive influence on service quality, with a regression coefficient of 0.315. This means that if the Consistent Physical Format increases by one unit, the quality of service will also increase by 0.315 assuming all other independent variables are constant.
- 6. SOP Comprehensive Offering (X5) has a positive effect on service quality, with a regression coefficient of 0.186. This means that if the Comprehensive Offering increases by one unit, the quality of service will also increase by 0.186 assuming all other independent variables are constant.
- 7. So from the explanation of the multiple linear regression analysis model above, it can be concluded that the SOP variable that has the most significant influence is the SOP Consistent Physical Format variable, which obtains a regression coefficient value of 0.315.

Partial Test (T Test)

- To partially test and determine the effect of independent variables on service quality, the t-test is used, which is to partially test the significance of the multiple coefficients. Regression testing is used for two-way testing using a 95% confidence level, which means that = 5%. By comparing the p-value or sig-t with a tolerable significant level of 5%. The following will explain the partial test of each variable, including:
- 1. Hypothesis Testing on SOP Variables Well Trained and Motivated Staff There are criteria for making decisions on hypothesis testing as follows:
- If the probability value < 0.05 then H0 is rejected, Ha is accepted. This illustrates that there is a partial influence between the independent variables on the dependent variable.

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- If the probability value > 0.05 then H0 is accepted, Ha is rejected. This illustrates that there is no partial effect between the independent variables on the dependent variable.
- Based on table 1 obtained p-value 0.021 <0.05, it can be concluded that H0 is rejected, which means SOP Well Trained and Motivated Staff has a positive effect on service quality.
- 2. Hypothesis Testing on SOP Q&Q Assurance Variables

There are decision making criteria for hypothesis testing are as follows:

- If the probability value < 0.05 then H0 is rejected, Ha is accepted. This illustrates that there is a partial influence between the independent variables on the dependent variable.
- If the probability value > 0.05 then H0 is accepted, Ha is rejected. This illustrates that there is no partial effect between the independent variables on the dependent variable.
- Based on table 1 obtained p-value 0.013 <0.05, it can be concluded that H0 is rejected, which means SOP Q&Q Assurance has a positive effect on service quality.
- 3. Hypothesis Testing on SOP Well Maintained Equipment & Facility Variables

There are decision making criteria for hypothesis testing are as follows:

- If the probability value < 0.05 then H0 is rejected, Ha is accepted. This illustrates that there is a partial influence between the independent variables on the dependent variable.
- If the probability value > 0.05 then H0 is accepted, Ha is rejected. This illustrates that there is no partial effect between the independent variables on the dependent variable.
- Based on table 2. obtained p-value 0.017 <0.05, it can be concluded that H0 is rejected which means SOP Well Maintained Equipment
- & Facility has a positive effect on service quality.
- 4. Hypothesis Testing Against SOP Variables Consistent Physical Format There are criteria for hypothesis testing decision making are as follows:
- If the probability value < 0.05 then H0 is rejected, Ha is accepted. This illustrates that there is a partial influence between the independent variables on the dependent variable.
- If the probability value > 0.05 then H0 is accepted, Ha is rejected. This illustrates that there is no partial effect between the independent variables on the dependent variable.
- Based on table 3, p-value is 0.002 < 0.05, it is decided that H0 is rejected, which means that the SOP Consistent Physical Format has a positive effect on service quality.
- 5. Hypothesis Testing on SOP Comprehensive Offering Variables There are decision making criteria for hypothesis testing as follows:
- If the probability value < 0.05 then H0 is rejected, Ha is accepted. This illustrates that there is a partial influence between the independent variables on the dependent variable.
- If the probability value > 0.05 then H0 is accepted, Ha is rejected. This illustrates that there is no partial effect between the independent variables on the dependent variable.

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Based on table 4. obtained p-value 0.007 < 0.05, it can be concluded that H0 is rejected, which means SOP Comprehensive Offering has a positive effect on service quality.

Simultaneous Test (F Test)

To determine the correctness of the hypothesis, the F test was used, namely by simultaneously testing multiple linear regression coefficients so that the variables of SOP Well Trained and Motivated (X1), SOP Q&Q Assurane (X2), SOP Well Maintained Equipment & Facilities (X3), SOP Consistent Physical Formats (X3) (X4), SOP Comprehensive Offering (X5) on service quality (Y). This test is based on F count > F table or sig. < 0.05, below is the calculation of the F table using the formula. Based on table 4.12, it is known that the calculated F value is 103.676 > F table is 2.31 or sig. 0.000 < 0.05, then H0 is rejected, it illustrates that the overall SOP variables (X1, X2, X3, X4, and X5) have a positive effect on service quality.

Coefficient of Determination

The coefficient of determination or by another name R Square (R2), in regression analysis there is a multiple coefficient of determination that can be used to find out how much the independent variable can explain the dependent variable. If the value of R Square (R2) is close to the value of one, it means that the independent variable can provide almost all of the information needed to predict the dependent variable. Based on table 4.12 the calculation results obtained a coefficient of determination of 0.840. This can explain that service quality is influenced by the variables of SOP Well Trained and Motivated Staff, SOP Q&Q Assurance, SOP Well Maintained Equipment & Facility, and SOP Comprehensive Offering by 84%. While the remaining 16% is influenced by other variables that are not included in the research model for reasons outside the model.

Effect of SOP Well Trained and Motivated Staff (staff who are well trained and motivated) on **Service Quality**

The results of this study have proven that SOP Well Trained and Motivated Staff (staff who are well trained and motivated) have a positive effect on service quality. The better the ability and motivation of the staff or employees, the better the quality of service. Well-trained and motivated staff is an important aspect and provides added value and trust. So from that ability or skill and motivation must reflect something good in order to get a sense of trust from consumers. Staff or employees in accordance with the SOP Well Trained and Motivated Staff (staff who are well trained and motivated) such as wearing uniforms, having a neat appearance, Prudence in the process of refueling, confirming the total price, submitting receipts/receipts, reminding and ensuring the vehicle in the off state when refueling, saying thank you, providing a customer complaint mechanism, and offering BBM products as well as asking for the number of fillings. The relationship between Well Trained and Motivated Staff (well trained and motivated staff) with service quality has a positive



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influence on service quality. The higher the consumer's perception of well-trained and motivated staff, the higher the service quality will be and if the consumer's perception is low of the well-trained and motivated staff, the service quality will also be low.

Effect of SOP Q&Q Assurance (quality and quantity assurance) on Service Quality The results of this study have proven that the SOP Q&Q Assurance (quality and quantity assurance has a positive effect on service quality. The better the quality and quantity assurance provided, the better the quality of service).

Quality and quantity assurance is one way that organizations or companies can do to improve service quality. The existence of quality and quantity guarantees will affect consumer perceptions, because with these guarantees consumers can provide a sense of trust and a sense of comfort arises. SPBU 54,602.53 Gunungsari Surabaya provides adequate quality and quantity guarantees such as all unit dispensers are digital, unit dispensers are sealed and certified by the Metrology Service, equipment is available in good condition, no signs of manipulation of the fuel unit dispenser seals were found, and all BBM products offered are available.

The relationship between quality and quantity assurance and service quality is that quality and quantity assurance has a positive influence on service quality. The higher or better the consumer's perception of quality and quantity assurance, the quality of service will also be higher and if the consumer's perception of the quality and quantity assurance is low, the service quality will also be lower.

Effect of SOP Well Maintained Equipment & Facility (facilities and equipment are well maintained) on Service Quality

The results of this study have proven that SOP Well Maintained Equipment & Facility (equipment and facilities are well maintained) has a positive effect on service quality. The better or well-maintained equipment and facilities will improve the quality of service. Equipment and facilities that are well maintained will affect consumer perceptions. Facilities and equipment can also be called physical form as a measure of service that affects the continuity or operational activities of the company and can create a sense of comfort and security. So that PERTAMINA SPBU, especially SPBU 54,602.53 Gunungsari Surabaya as much as possible, provide facilities, equipment, and well-maintained gas station areas, providing adequate facilities such as; places of worship, clean and comfortable toilets, clearly visible fire extinguisher locations, displaying the rules for the gas station area, and fuel filling equipment in clean activities.

The relationship between equipment and facilities to service quality is that equipment and facilities have a positive influence on service quality. The higher the consumer's perception of the equipment and facilities of SPBU 54,602.53 Gunungsari Surabaya, the quality of service will also be higher and if the consumer's perception of the equipment and facilities is low, the quality of service



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will also be lower. Effect of SOP Consistent Physical Format (consistent physical format) on Service Quality The results of this study have proven that SOP Consistent Physical Format (consistent physical format) has a positive effect on service quality. The better the consistent physical format, the better the quality of service.

SPBU 54,602.53 Gunungsari Surabaya is a gas station under the Pertamina company so that there are provisions that must be followed in terms of physical format which aims to display the integrity and characteristics of Pertamina, this can also provide a sense of trust, security, and convenience for the community and consumers to gas stations 54,602.53 Gunungsari Surabaya. Gas stations with a physical format that is consistent with Pertamina's SOPs, such as the appearance of the SPBU as a whole reflects Pertamina's identity, for example in red and white, there is a sign of the product or type of fuel, there are instructions for gas station facilities, and the gas station is equipped with CCTV.

The relationship between physical format that is consistent with service quality is that consistent physical format has a positive influence on service quality. The higher the consumer's perception of a consistent physical format, the quality of service will also be higher and if the consumer's perception is low on a consistent physical format, the service quality will also be lower.

Effect of SOP Comprehensive Offering (comprehensive product offering) on Service Quality

The results of this study have proven that the SOP Comprehensive Offering (comprehensive product offering) has a positive effect on service quality. The better the comprehensive product offering, the better the quality of service. A good comprehensive product offering will influence consumer perception. With the availability of products and facilities needed by consumers, it can improve the quality of service and reduce the level of consumer disappointment by maintaining the availability of fuel and some of the existing facilities at gas stations. The SOP Comprehensive Offering itself consists of the availability of fuel products offered at SPBU 54,602.53 Gunungsari Surabaya itself offers Pertamax, Pertalite, Pertamina Dex, Dexlite products, as well as air and radiator water filling facilities at gas stations and can function properly.

The relationship between comprehensive product offerings and service quality is that comprehensive product offerings have a positive influence on service quality. The higher the consumer's perception of a comprehensive product offering, the quality of service will also be higher and if the consumer's perception of the comprehensive product offering is low, the service quality will also be lower.

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CONCLUSION

Variable SOP Well Trained and Motivated Staff (staff who are well trained and motivated) have a positive and partially significant effect on service quality. This means that this is influenced by tidiness, courtesy, prudence, friendliness, and a sense of responsibility given by the company and its employees. This will improve the quality of service. The SOP Q&O Assurance variable (quality and quantity assurance) has a positive and partially significant effect on service quality. This means that this is influenced by the use of digital unit dispensers, unit dispensers that are sealed and certified by the Metrology Service, the equipment used is in good condition, free from manipulation of the unit dispenser seals, and the availability of products offered, thereby increasing the quality of service.

Variable SOP Well Maintained Equipment & Facility (facilities and equipment are well maintained) has a positive and partially significant effect on service quality. This is influenced by facilities, equipment and gas station areas that are well maintained, the facilities provided are adequate, the presence of fire extinguishers, and also displays security rules for the gas station area, with this increasing the quality of service. Variable SOP Consistent Physical Format (consistent physical format) has a positive and significant influence partially on the quality of service. This is influenced by the appearance of the gas station which reflects the identity of Pertamina, there is a sign of the product or type of fuel, the instructions for the facilities at the gas station, and also the presence of CCTV in the gas station area which is useful for security aspects, thereby improving the quality of service. The variable SOP Comprehensive Offering (comprehensive product offering) has a positive and partially significant effect on service quality. This is influenced by the availability of products offered such as Pertamax, Pertalite, Dexlite, Pertamina Dex, as well as air and radiator water filling facilities that can function properly, thereby increasing the quality of service.

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