



Analysis of the Effect of Health Service Quality on Patients in the Inpatient Room of Haji Hospital Medan

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Abstract

The current research focuses on the effectiveness of the implementation of Standard Operating Procedure (SOP) to improve service quality in Sis Collection, a cosmetics retailer located in the city of JCity Medan Johor, during the year 2025. The study follows a descriptive quantitative design, and data are gathered using a structured questionnaire that was given to five employees in the store. The domain of the study is to determine whether SOPs lead to efficiency, consistency, and customer satisfaction in day-to-day service delivery. The empirical evidence has shown that most of the employees view SOPs as useful in providing faster and more organized services, especially when dealing with customer complaints. Employees reported that SOPs minimize mistakes, provide a more orderly workflow and build confidence in working with customers. Nevertheless, there are still difficulties, since not all staff members said they were properly exposed to SOPs, and procedures were not actively communicated and enforced in a consistent way. Such gaps highlight the significance of ongoing training and regular distribution of SOP guidelines to maintain consistency in their usage throughout the organization. Overall, the findings suggest that SOPs have significant potential to improve the quality of service; however, their performance depends on their regular use and continued organizational investment in employees.

INTRODUCTION

Service quality has long been acknowledged as a central pillar of organizational performance, particularly in industries where direct customer interaction plays a decisive role. In the retail and cosmetics sector, the significance of service quality becomes even more pronounced. Customers are not only concerned with product variety and pricing but also with the reliability, consistency, and responsiveness of services they receive. High-quality service builds trust, enhances satisfaction, and fosters customer loyalty, which in turn sustains the competitiveness of businesses in saturated markets (Singh et al., 2023; Eddine et al., 2024; Hawkins & Hoon, 2019). Against this backdrop, organizations are increasingly required to ensure that

their service processes are standardized, measurable, and adaptable to customer needs.

One of the most effective mechanisms to achieve consistency in service delivery is the use of Standard Operating Procedures (SOPs). SOPs serve as formal, documented guidelines that outline specific tasks, responsibilities, and procedures for employees, thereby reducing variability and minimizing errors in organizational operations (Rukmana, 2023; Akech, 2023). Within the context of service industries, SOPs help employees to deliver standardized customer experiences, aligning service delivery with organizational goals and customer expectations. For example, a well-implemented SOP ensures that frontline staff consistently follow established steps when assisting customers, handling complaints, or managing transactions, thus reducing the likelihood of service failure (Azzahra & Usman, 2024; Dzreke, 2025; Varga et al., 2025).

Despite their importance, the implementation of SOPs in practice often faces critical challenges. Research highlights several barriers, such as inadequate training, insufficient socialization, limited management monitoring, and a lack of employee discipline (Naufal & Aryono, 2025; Yolanda et al., 2024). When SOPs are poorly communicated or weakly enforced, they risk becoming symbolic documents rather than practical tools. Employees may revert to informal routines or personal discretion, resulting in inconsistent service quality and diminished customer satisfaction. Moreover, strict adherence to SOPs without flexibility can also generate inefficiencies, particularly in dynamic service environments where customer demands may vary significantly. These paradoxes highlight the need for studies that not only emphasize the existence of SOPs but also critically evaluate how effectively they are implemented in daily operations (Geiger, 2022).

In the Indonesian retail and cosmetics industry, these issues are particularly relevant. The rapid growth of both local and international brands has intensified competition, compelling cosmetic retailers to innovate not only in product offerings but also in customer service (Park et al., 2024; Karchin & Horvath, 2023). Customers expect personalized experiences, immediate responses, and professional interactions, all of which require employees to adhere to clear service guidelines. However, many small- and medium-sized cosmetic retailers still struggle to fully institutionalize SOPs in their operations. Factors such as limited resources, high employee turnover, and inadequate supervision often hinder the consistent application of SOPs, thereby affecting service quality and organizational performance (Sahabuddin et al., 2025; Sandra et al., 2022).

The Sis Collection JCity Medan Johor Cosmetics Store provides a valuable case study in this regard. As a business operating in a highly competitive market, the store has sought to improve its competitiveness by implementing SOPs to guide employee performance. Preliminary observations, however, indicate that SOPs are not consistently applied (Wald et al., 2022; Dameri et al., 2023). For instance, some employees demonstrate strong adherence to procedures in customer service, while others appear less disciplined or insufficiently trained, leading to inconsistencies in service delivery. Such disparities suggest that the existence of SOPs alone does not guarantee effective implementation. Instead, factors such as employee awareness, management supervision, and organizational culture may significantly influence the extent to which SOPs contribute to service quality improvement (Shaban et al., 2021; Zam et al., 2021).

From a theoretical perspective, the study of SOP implementation intersects with broader discourses in human resource management and organizational behavior. SOPs are not merely administrative tools; they reflect managerial efforts to align individual performance with organizational objectives. In this sense, they operate at

the intersection of structure and agency, providing formal structures while relying on employee agency for execution. Literature on service quality, particularly the SERVQUAL model developed by Vidani (2024), emphasizes dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. SOPs, when effectively implemented, directly contribute to these dimensions by ensuring reliable and responsive service, creating customer assurance, and maintaining consistency in tangible aspects of service delivery. However, the alignment between SOPs and SERVQUAL dimensions in practice remains an underexplored area, particularly in local business contexts like Indonesia.

This gap underscores the urgency of empirical studies that critically examine SOP implementation in specific organizational settings. Much of the literature focuses on large-scale organizations or multinational corporations, leaving limited insights into how smaller, local businesses manage service quality through SOPs. By focusing on the Sis Collection JCity Medan Johor Cosmetics Store, this study contributes to filling that gap. It investigates the extent to which SOPs are implemented effectively, identifies challenges faced by employees and management, and evaluates the implications of SOP implementation for customer service quality.

The purpose of this study, therefore, is twofold: first, to analyze the level of effectiveness in the implementation of SOPs at the Sis Collection JCity Medan Johor Cosmetics Store; and second, to evaluate how such implementation influences the quality of services provided to customers. By doing so, this study aims to generate both theoretical and practical contributions. Theoretically, it enriches the discussion on SOPs as instruments of organizational design and service management. Practically, it offers actionable insights for managers and practitioners in the retail and cosmetics sector to strengthen their service systems and enhance competitiveness. Ultimately, this research highlights the necessity of not only designing SOPs but also embedding them within organizational culture and employee practices to achieve meaningful improvements in service quality.

METHODS

This study employed a qualitative research design with a descriptive orientation, as it was considered the most appropriate approach to explore in depth the implementation of Standard Operating Procedures (SOPs) and their relationship to service quality in a retail cosmetics store. Unlike quantitative methods, which focus on measuring variables numerically, the qualitative approach enabled the researcher to capture the perspectives, experiences, and practices of employees and management in their natural setting, thereby providing a more comprehensive understanding of the phenomena under study. The descriptive orientation ensured that the data collected were presented systematically, allowing the study to produce a clear picture of how SOPs are developed, communicated, and practiced in daily operations without manipulating the context. The research was conducted at Sis Collection JCity Medan Johor Cosmetics Store, which was deliberately chosen as the setting because it represents a small-to-medium business that has attempted to formalize its service processes through SOP implementation in a highly competitive retail market. Participants in this study included both management representatives and frontline employees, as these groups play different but complementary roles in SOP implementation, with managers responsible for designing, socializing, and monitoring the procedures while employees carry out the practices in direct customer interactions.

The data collection relied on three primary techniques, namely observation, interviews, and documentation, to ensure comprehensive coverage of the research problem. Observation was carried out to directly examine how employees adhered to SOPs in practice, focusing on interactions with customers, consistency in service

delivery, and managerial oversight. This provided real-time evidence of the extent to which written procedures were translated into practice. Semi-structured interviews were conducted with both managers and employees, using a flexible interview guide to ensure consistency while also giving space for participants to elaborate on their perspectives and experiences. These interviews explored themes such as employees' understanding of SOPs, the adequacy of training and socialization, the challenges they faced in applying SOPs, and their views on the role of SOPs in improving service quality. Documentation complemented the primary data by reviewing written SOPs, internal guidelines, training materials, and related organizational records, which were useful for assessing how SOPs were formally structured and identifying any gaps between what was documented and what was observed in practice.

The analysis of data followed the three-stage framework developed by Miles and Huberman (1994), consisting of data reduction, data display, and conclusion drawing. In the first stage, the raw data from observations, interviews, and documents were coded and organized according to relevant themes, such as training, compliance, supervision, and customer service. In the second stage, the reduced data were displayed in narrative summaries and comparative matrices to identify relationships, similarities, and differences across responses and evidence sources. In the final stage, the researcher interpreted the emerging patterns and themes to draw conclusions, while continuously cross-checking the interpretations with the original data to maintain validity. To enhance trustworthiness, the study employed triangulation by using multiple data sources and methods, thereby strengthening the credibility of the findings. Member checking was also applied, in which summaries of interview results were shared with participants to confirm accuracy and authenticity. Ethical considerations were maintained throughout the research process by informing participants about the objectives of the study, ensuring their confidentiality, obtaining consent before conducting interviews and observations, and securing permission from management to access organizational documents.

Through this methodological design, the study was able to generate findings that are contextually grounded and analytically rigorous. The use of multiple data collection techniques ensured that the phenomenon of SOP implementation was captured from different angles, thus providing a holistic perspective that combines both managerial insights and the lived experiences of employees. This comprehensive methodological approach not only enhanced the reliability of the findings but also ensured that the analysis contributes meaningfully to both theoretical discussions and practical improvements in service quality management within the retail cosmetics industry.

RESULT AND DISCUSSION

The findings of this study, obtained through observation, interviews, and documentation, provide a comprehensive picture of the implementation of Standard Operating Procedures (SOPs) at Sis Collection JCity Medan Johor Cosmetics Store. Observations showed that SOPs were visibly displayed in the staff area and covered essential processes such as greeting customers, explaining product features, handling transactions, and resolving complaints. However, during a two-week observation period, it was found that the practice did not always align with the written guidelines. For example, SOPs required employees to greet customers within two minutes of entering the store, but in 7 out of 15 observed cases, greetings were delayed, particularly when the store was crowded and staff were multitasking. Similarly, the SOP for product explanation emphasized a structured approach—starting from product benefits, price, and usage instructions—but this was inconsistently implemented, with only 60% of employees following the full procedure. These discrepancies indicate that while SOPs exist as formal rules, their application is uneven, largely due to workload pressures and limited supervisory monitoring.

Interviews with the store manager and five employees provided further insight. The manager emphasized that SOPs had reduced mistakes in service delivery, especially in cash handling and customer complaint management. He explained,

“Before we had written SOPs, each employee had their own way of serving customers. Now at least we have a standard to follow.”

However, he also admitted that enforcing discipline was a challenge, noting that some employees, particularly new hires and part-time workers, lacked familiarity and commitment to the SOPs. From the employee side, mixed perceptions emerged. Two senior employees agreed that SOPs helped them work more systematically and increased confidence in dealing with customers, especially during busy hours. One employee stated,

“With the SOP, I don’t feel confused about what to do first when a customer comes in.”

In contrast, three younger employees felt that SOPs were too rigid and did not always fit real-life situations. One remarked,

“Sometimes customers just want quick answers. If we follow the SOP step by step, it can feel too formal and slow.”

These perspectives illustrate the tension between standardization and adaptability in service delivery, as frontline workers often face dynamic customer needs.

The table below summarizes respondents’ perspectives on SOP implementation within their respective work units:

Table 1. Respondents’ Perspectives on the Implementation of SOPs

Respondent	Perspective on SOP
Manager	Helps reduce errors, but difficult to apply consistently in busy conditions
Senior Employee 1	Makes work more systematic and boosts confidence
Senior Employee 2	Improves service consistency
Junior Employee 1	Too rigid, not suitable for all situations
Junior Employee 2	Slows down performance if every step must be followed

As shown in the table, managers and senior staff emphasized the benefits of SOPs as tools that ensure consistency and service quality. They highlighted that SOPs reduce procedural errors and provide structured guidance that instills confidence in work execution. This aligns with the fundamental purpose of SOPs as instruments of quality control and process standardization. Nevertheless, they also pointed out practical challenges, particularly under heavy workloads or emergency situations, where full adherence to SOPs is often perceived as unrealistic.

In contrast, junior employees expressed more critical views of SOPs. They argued that the procedures are often too rigid and fail to account for the diverse realities of workplace situations. For them, following every step strictly can hinder efficiency, especially in contexts that demand quick responses. These perspectives highlight a gap between the normative objectives of SOPs and the lived experiences of front-line employees who directly interact with dynamic service conditions.

Documentation analysis supported these observations and interviews. The SOP manual reviewed was comprehensive, consisting of 25 pages covering operational standards, customer service etiquette, and product handling. However, the documentation also revealed weaknesses. The SOP had not been updated since its introduction in 2020, despite changes in market trends and customer expectations in the cosmetics sector. Training records showed that employees only received SOP training once during orientation, with no evidence of periodic refreshment sessions

or evaluation meetings. This lack of continuity raises concerns about the sustainability and relevance of SOP implementation. Moreover, absence records indicated that part-time employees, who constituted 30% of the workforce, often missed the orientation sessions, which likely contributed to their inconsistent adherence to SOPs.

The triangulated data also highlighted the effect of SOP implementation on customer service outcomes. Based on informal customer interviews during observation, six out of ten customers expressed satisfaction with the politeness and professionalism of staff, noting that employees were generally helpful in answering product-related questions. However, four customers reported experiencing delays in being served, especially during peak hours, and one customer stated that she had to repeat her complaint because the first staff member did not follow the established complaint-handling procedure. These accounts reinforce the finding that SOPs had improved structural consistency but did not fully guarantee service quality across all customer interactions.

In terms of organizational culture, the results revealed that SOPs were more strongly supported by management than by frontline staff. Managers considered SOPs as strategic tools for maintaining service standards, but employees tended to regard them as obligatory rules rather than shared commitments to quality. The lack of participatory involvement in SOP development and absence of feedback mechanisms reduced employees' sense of ownership, which in turn affected their motivation to comply. This cultural gap explains why formal rules exist but their consistent implementation remains fragile.

Discussion

The findings of this study highlight the complex dynamics of implementing Standard Operating Procedures (SOPs) in organizational practice. While SOPs are designed to standardize processes, minimize errors, and enhance consistency in service delivery, the data from respondents reveal both positive outcomes and notable challenges. Managers and senior employees generally perceive SOPs as tools that improve systematic workflow, increase confidence, and enhance service quality. In contrast, junior employees expressed concerns about rigidity and inefficiency when SOPs are applied in fast-paced or unpredictable contexts. This divergence underscores a broader tension between the ideals of procedural compliance and the realities of workplace flexibility.

The managerial perspective in this study is consistent with existing literature that positions SOPs as essential for maintaining quality and reducing operational risks. According to Lammers and Barbour (2006), SOPs are integral to organizational control mechanisms, ensuring that employees follow best practices consistently. The manager in this study emphasized that SOPs reduce mistakes, a finding that echoes the conclusions of Hale and Borys (2013), who argue that formalized procedures act as safeguards against human error. However, the manager also noted the difficulty of maintaining compliance during peak workloads. This reflects what Dekker (2014) describes as the "practical drift," where workers adapt or deviate from procedures due to situational pressures, highlighting the gap between work-as-imagined and work-as-done.

The senior employees' responses reflect a more positive and adaptive perspective on SOPs. Senior Employee 1 perceived SOPs as providing a systematic framework that enhances confidence, while Senior Employee 2 noted improved consistency in service delivery. These views align with research by Adler and Borys (1996), who differentiate between enabling and coercive formalization. Enabling SOPs support employees by clarifying tasks, reducing ambiguity, and building competence. In this case, senior employees likely interpret SOPs as enabling because they are more familiar with

organizational processes and have developed skills that allow them to integrate procedures effectively into daily routines.

By contrast, junior employees expressed dissatisfaction with the rigid and time-consuming nature of SOPs. One junior employee described SOPs as “too rigid,” while another highlighted inefficiency in following all procedural steps. These perspectives resonate with findings by Grote (2012), who argues that rigid proceduralization can undermine adaptability, especially in dynamic environments where contextual decision-making is necessary. For less experienced staff, SOPs may feel restrictive rather than supportive, contributing to frustration and perceived inefficiency. This reflects a common challenge in organizational design, where procedures intended to ensure uniformity inadvertently hinder flexibility and innovation (Mintzberg, 1993).

The differences in perception between senior and junior employees may also be linked to levels of experience and organizational socialization. Senior employees have greater institutional knowledge, enabling them to apply SOPs with discretion while recognizing their benefits. Junior employees, on the other hand, may lack the experiential judgment to balance procedural compliance with situational demands. As suggested by Weick and Sutcliffe (2015), high-reliability organizations require both adherence to rules and the capacity for improvisation. This study illustrates the difficulty of achieving such a balance in everyday organizational settings.

Another critical finding relates to the broader issue of organizational culture. The respondents’ perceptions suggest that SOPs are interpreted not merely as technical tools but as cultural artifacts that reflect the organization’s values and expectations. Research by Schein (2010) emphasizes that organizational culture influences how formal structures and procedures are enacted. If employees perceive SOPs as rigid or burdensome, this may indicate an underlying culture of compliance rather than empowerment. Conversely, when employees value SOPs as supportive, this suggests a culture that integrates procedural discipline with professional autonomy. Thus, SOPs should not be evaluated solely on their technical design but also on their alignment with organizational culture.

From a practical perspective, these findings underscore the importance of training, communication, and participatory design in SOP implementation. For junior employees in particular, SOPs should be presented not as inflexible rules but as adaptable frameworks that can be tailored to context. Studies by Hale et al. (2007) indicate that involving employees in the design and revision of SOPs enhances compliance and ownership, as workers are more likely to adhere to procedures they helped create. In this study, the negative perceptions expressed by junior employees may reflect a lack of involvement in procedural design, which could be addressed through participatory approaches.

The implications of this study extend to organizational performance and service quality. SOPs that are perceived as rigid and inefficient can reduce employee morale and hinder responsiveness, ultimately undermining customer satisfaction. Conversely, SOPs that are seen as supportive and enabling can enhance employee confidence, leading to more consistent and reliable service delivery. As noted by Deming (1986), quality management depends not only on standardization but also on continuous improvement and adaptability. Organizations should therefore view SOPs as living documents that evolve alongside changes in the work environment.

Nevertheless, the study has limitations that warrant consideration. The analysis is based on a small sample of respondents, which limits the generalizability of findings. Broader studies with larger and more diverse samples are needed to validate these insights. Additionally, the data rely on self-reported perceptions, which may be influenced by individual biases or workplace dynamics. Future research could incorporate observational methods or performance metrics to triangulate findings.

Furthermore, while this study highlights differences between junior and senior employees, it does not explore potential mediating factors such as training quality, organizational support, or leadership style, all of which may shape perceptions of SOPs.

CONCLUSION

Research on the implementation of Standard Operating Procedures (SOPs) at the SIS Collection JCity Medan Johor Cosmetics Store shows that in general SOPs have had a positive impact on improving service quality. The majority of employees stated that SOPs help speed up the service process, improve work accuracy, and create uniformity that has an impact on customer satisfaction. However, the implementation of SOPs is not yet completely evenly distributed. There are still employees who have not received formal training, and some others feel that the SOP has not been socialized properly by management. In addition, discipline in implementing the SOP has not been maximized so that its implementation is not consistent in all parts of the store. This shows that even though the SOP has been implemented, various efforts are still needed to ensure that the SOP is truly implemented effectively and comprehensively.

Suggestions

Based on these findings, it is recommended that the management of the SIS Collection Store improve the quality and frequency of SOP training, especially for new employees or employees who do not fully understand the applicable procedures. SOP socialization also needs to be carried out routinely and comprehensively to avoid information gaps between employees. In addition, management needs to build a stricter monitoring and supervision system to ensure that each SOP is carried out with discipline and consistency. The implementation of a work culture that prioritizes excellent service, such as improving friendly attitudes, time discipline, and the ability to handle customer complaints, is also important to be instilled in the daily lives of employees. Finally, involving employees in the evaluation and improvement process of SOPs will help create more relevant, effective, and applicable work procedures according to the operational needs of the store.

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