

INCREASING HUMAN RESOURCES (HR) IN THE IMPLEMENTATION OF STANDARD OPERATING PROCEDURES (SOP) FOR PUBLIC PEACE AND ORDER IN THE CIVIL SERVICE POLICE UNIT OF SOLOK CITY

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ABSTRACT

Standard Operating Procedures (SOPs) that have been made very well, should be put to good use as well. This can be realized if the existing SOPs are always socialized and personnel have sufficient knowledge and skills to implement and apply SOPs optimally. Thus, the implementation of SOPs will run consistently and continuously, can be monitored and evaluated to improve service quality. This study aims to 1) Know the improvement of Human Resources (HR) of the Solok City Civil Service Police Unit, 2) Know the implementation of the Presedur Operational Standard (SOP) for peace and public order in the Solok City Civil Service Police Unit. This type of research uses a qualitative approach. Data collection techniques with observations, interviews, personal and official documents, photographs, recordings, drawings and informal conversations. The informant of this research is estimated to really know and be able to provide information about the implementation of the SOP of the Solok City Civil Service Police Unit using the Snowball technique. Steps in data analysis, namely data reduction, data presentation and conclusions. From this study, it was found that 1) the improvement of Human Resources (HR) of the Solok City Civil Service Police Unit was slow, this happened to the level of education and knowledge of Solok City Satuan Polisi Pamong Praja officers. 2) There is an implementation of the Presedur Operational Standard (SOP) for peace and public order in the Civil Service Police Unit of Solok City but it has not been optimal.

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1. INTRODUCTION

The successful implementation of the concept of regional autonomy is accompanied by strong commitment and consistent government leadership. The most serious challenge is the development of government functions through granting more authority to the regions. The development of this function will later have an impact on increasing the ability of regions to creatively and optimally utilize the authority that has been delegated by the central government. The central government, in this case, the Ministry of Home Affairs conducts guidance and supervision of the implementation of government affairs by the regions. Local governments are required to carry out operational technical guidance, operational technical guidance carried out by the Regional Head as referred to above is carried out through activities: (a). Professional ethics coaching, (b). Coordination of Civil Service Police Units, (c). Development of knowledge and skills, (d). Management of enforcement of local regulations and *perkada*, (e) Improving the quality of services of the Civil Service Police Unit, and (f). Institutional capacity building. One of the tasks of the Civil Service Police Unit is to maintain public order and public peace. This task is a relatively comprehensive task because it is related to daily dynamics in community life. Each region has different characteristics and has different problems, such as the rise of street vendors scattered in any place, the problem of homeless beggars and displaced people (PGOT), the existence of dimly lit stalls (*warem*), the circulation of alcoholic beverages and so on. In exercising the authority to enforce Regional Regulations and decisions of regional heads, as one of the main tasks of the Civil Service Police Unit, it is certainly not as easy as turning the palm of the hand, first in carrying out this authority the Civil Service Police Unit is limited by repressive authority that is non-judicial in nature. Civil Service Police Unit officers often have to face various obstacles when they have to deal with people who have certain interests in fighting for their lives, which ultimately leads to conflict.

Public order and public peace as well as community protection are dynamic conditions that allow local governments and communities to carry out their activities in a peaceful, orderly and orderly manner. To support the implementation of development in the region in a sustainable manner, public order and public peace and community protection are basic needs in carrying out community welfare services. One institution that plays a very important role in supporting the creation of good governance principles within local government is the Civil Service Police Unit. In relation to the existence of the Civil Service Police Unit in law enforcement (repressive), the contribution of the Civil Service Police Unit is very necessary to support the successful enforcement of local regulations in creating good governance. Regional heads through the Civil Service Police Unit have the obligation to enforce laws and regulations and maintain public order and peace. Order is an atmosphere that leads to regulations in society according to applicable norms so as to cause motivation to work in order to achieve the desired goals.

Based on the results of the grandtour before conducting research to obtain phenomena that occur related to the implementation of public peace and order, problems were found in the implementation of public peace and order, namely issues of conducivity and regional stability. This refers to issues regarding the degree of security, orderly and democratic regional conditions that support economic stability and investment attractiveness. In the implementation of public order and public peace, several problems can be identified, namely the low enforcement of legal certainty and community protection to realize an orderly, safe society that has social care and dignity. This is because there are still protests and incidental events that are not in accordance with existing regulations, disturbances of security and order tend to still occur, public awareness and business actors to comply with Regional Regulations are still not optimal, still lacking and not optimal personnel of the Civil Service Police Unit who are involved in maintaining public security and order and the weak resolution of violations of local regulations and the facilities and infrastructure of the Civil Service Police Unit are inadequate. From some of the points above, it appears that efforts to improve the optimization of services to the community in terms of enforcing Regional Regulations and maintaining public order and public peace as well as community protection are very important things to note. For this reason, it is necessary to create and guide standard operating procedures for the Civil Service Police Unit in dealing with situations like this, in order to take the right and wise attitude, in accordance with the new paradigm of being a friendly, friendly officer, able to create an inner atmosphere and a sense of coolness for the community, but still firm in acting for the enforcement of applicable regulations. Standard Operating Procedures of the Civil Service Police Unit hereinafter referred to as the SOP of the Civil Service Police Unit is a procedure for Civil Service Police officers in carrying out their duties to increase awareness and obedience of the community, officers and legal entities to Regional Regulations and Regional Head Decrees as well as the implementation of public order, public peace and community protection. The current condition is whether employees of the Civil Service Police Unit can implement the SOP that is used as a guideline for action.

2. LITERATURE REVIEW

Human Resources

Human resources are people who exist in the organization who contribute ideas and perform various types of work in achieving organizational goals. The contribution in question is the thoughts and work they do in various activities within the company. In terms of human resources, what is covered is not limited to experts, education personnel, experienced personnel, but all labor used by the company to realize its goals (Sukirno, 2006). Mangkunegara (2001) explained that human resources are all the abilities or potentials of residents in a particular area along with demographic, social and economic characteristics or characteristics that can be utilized for development purposes. So discussing human resources means discussing the population with all its potential or ability. Human potential concerns two aspects, namely the quantity and quality aspects. Demographic characteristics are quantitative aspects of human resources that can be used to describe population number and growth, population distribution and population composition. Social and economic characteristics are related to the quality (quality) of human resources. The success of development implemented by a country, is largely determined by the quality of existing human resources both physically and mentally. Human resources or residents become effective labor assets to create welfare. Abundant natural wealth will not be able to provide great benefits for humans if existing human resources are not able to process and utilize the available natural wealth. Thus we must understand how important it is to strive for high-quality natural resources so that they do not become a burden for development. The most valuable wealth in an organization is human resources (Mangkunegara, 2001). The characteristics of productive human resources are that they appear to be constructive, confident, have a sense of responsibility, have a love for their work, have foresight, and are able to solve

problems (Siagian, 2003). The characteristics of productive human resources are intelligent and can learn relatively quickly, professionally competent, creative and innovative, understand work, learn intelligently, use logic, efficient, not easily stuck in work, always look for improvements, but know when to stop, considered valuable by their superiors, have a good record of achievement, always improve themselves. The benefits of human resource development (Umar, 2004), namely: 1). Increased work productivity, 2). The realization of a harmonious relationship between superiors and subordinates, 3). Availability of a fast and appropriate decision-making process, 4). Increased morale of all members in the organization, 5). Encouraging management openness, 6). Facilitate effective communication, 7). Functional conflict resolution.

Standard operating procedures

Standard operating procedures (SOPs) are important for smooth performance to follow the applicable rules and regulations from the company and government. The following is the definition of the procedure according to experts as follows: SOP is a guideline to ensure the organization in the company through operational activities runs smoothly, can be interpreted as a guide to the work process that must be carried out by every element of the company and agency (Sailendra, 2015). Seomohadiwidjojo (2015) explained that: SOP or also known as "Procedure", is a clearer and more detailed document to describe the methods used in implementing and implementing policies in an organization as stipulated in the guidelines. SOP is a step to do work, where the work is done, related to what is done, how to do it, when to do it, where to do it, and who does it (Moekijat, 2008). Almost the same opinion was conveyed by Arnina. P (2016: 31) SOP is a series of written work instructions that are standardized (documented) regarding the implementation of the administrative process of the company or agency, how and when it must be done, where and by whom to do it. SOP is a guideline or reference for carrying out work duties in accordance with the functions and performance assessment tools of government agencies based on technical, administrative and procedural indicators in accordance with work procedures, work procedures and work systems in the work unit concerned (Atmoko, 2012).

The purpose of the SOP to make rules and supervision of performance in each field of workers must be in accordance with applicable rules and properly structured so that it becomes more effective and efficient. The objectives of the SOP (Puji, 2014) are as follows: 1). Maintain consistency in the level of performance performance or certain conditions and where officers and the environment are in carrying out certain tasks or jobs. 2). As a reference in the implementation of certain activities for fellow workers, and supervisors. 3). Avoid failures or mistakes thereby avoiding and reducing conflicts, doubts, duplication and waste in the process of carrying out activities. 4). Parameters to assess service quality. 5). To further ensure the efficient and effective use of manpower and resources. 6). To explain the flow of duties, authorities and responsibilities of the officers concerned. 7). As a document that will explain and assess the implementation of the work process in the event of an error or alleged practice and other administrative errors. Benefits of SOPs Benefits for organizations include according to Permenpan No.PER/21/MPAN/11/2008: 1). As a standardization of the way employees complete specific work, reducing errors and omissions. 2). SOPs help employees become more independent and less dependent on management intervention, thus reducing leadership involvement in the implementation of daily processes. 3). Increase accountability by documenting specific responsibilities in carrying out tasks. 4). Create a standard measure of performance that will give employees. A way to improve performance and help evaluate the effort that has been made. 5). Creating training materials that can help new employees to quickly perform their duties. 6). Demonstrate performance that the organization is efficient and well managed. 8). Provide guidelines for every employee in the service unit in carrying out daily service delivery. 9). Avoid misunderstandings in the implementation of service delivery duties. 10). Assist in the investigation of procedural errors in providing services. Ensure the service process continues to run in various situations.

3. METHOD

This study used qualitative research methods. Data collection techniques are triangulated (combined) data analysis is inductive, and qualitative research results emphasize meaning rather than generalization. The reason for using this method is because it is better able to bring researchers closer to the object under study, because researchers directly observe the object under study in other words researchers act as the main tool of research (human instrument). The selection of informants in this study was carried out by following the criteria developed by Spradley (1986), namely: 1) have been integrated for a long time in the activities / activities that are the target of research, 2) are still actively involved in the

activities / activities that are the target of research, 3) have enough time / opportunity to be asked for information, and 4) can provide information as it is. Data collection techniques are the most strategic step in research, without knowing data collection techniques, researchers will not get data that meets the set data standards (Sugiyono, 2005). Observasi, interviews, personal and official documents, photographs, recordings, drawings and informal conversations are sources of qualitative data. To strengthen the validity of the data findings, the researchers refer to the standard criteria for the validity of the data described by Moleong (2010), namely: 1. Credibility; 2. Transferability; 3. Dependability; 4. Confirmability. The researcher has begun to analyze the data at the time of data collection, at the time of the interview the researcher has analyzed the answers of the interviewees. The researcher continues the question to a certain stage so that credible data is obtained. Miles and Huberman (1992) in Sugiyono (2005) suggest that activities in qualitative data analysis are carried out interactively and take place continuously until complete, so that the data is saturated. Steps in data analysis, namely data reduction, data presentation and conclusion drawing.

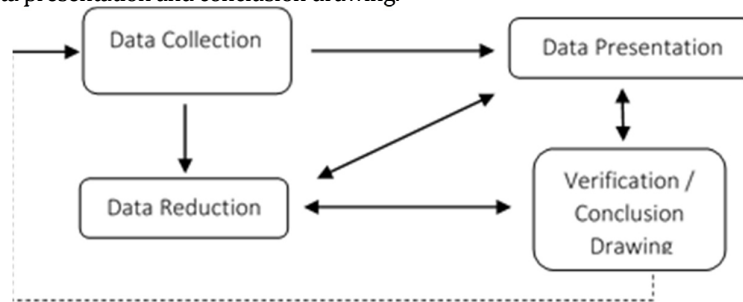


Figure 1. Miles and Huberman Data Analysis Model

In this study, the initial conclusions put forward are still provisional, and will change if there is no strong evidence to support the next stage of data collection. But if the conclusions developed at an early stage, supported by valid and consistent evidence when researchers return to the field to collect data, then the conclusions put forward are credible conclusions.

4. RESULT AND DISCUSSION

One of the objectives of Regional Regulations (Perda) issued by local governments (Pemda) is to ensure legal certainty, create, and maintain public peace and order. Enforcement of local regulations is the initial manifestation of the creation of public security and order. In its implementation, an ability is needed to deal with various violations involving order. In order to enforce local regulations, the main element as an implementer in the field is the local government. In this case, the authority is carried out by the Civil Service Police Unit. Satpol PP has the task of assisting Regional Heads to create a peaceful, orderly, and orderly regional condition so that the administration can run smoothly and the community can carry out their activities safely. Therefore, in addition to enforcing local regulations, Satpol PP is also required to enforce other local government policies, namely Regional Head regulations. It is felt by various groups that a Regional Regulation that has been effectively enacted has never been socialized by the Regional Government with the police or related agencies, so that public understanding of the importance of this Regional Regulation is very shallow. But on the other hand, the enforcement of regulations does not provide a sense and impression of justice for the community. Officers sometimes take action after the violations have accumulated, so that enforcement requires energy, costs, and a fairly heavy mind. There are many violations faced by Satpol PP and many risks faced in the enforcement of local regulations. Even these violations have great potential for more serious problems that can endanger the interests of the wider community / public interest. It is not uncommon for law enforcement of local regulations implemented by Satpol PP with very repressive and arrogant actions. To meet public expectations for protection and order, it is a challenge for institutions, especially Satpol PP itself in fulfilling its main duties and functions. Where it needs to be supported by optimal resource quality, operational budget, and adequate Satpol PP infrastructure. Human resources, operational budgets, and apparatus infrastructure have weak sides, especially with regard to skill and managerial abilities, especially the understanding of deepening knowledge of legal aspects indicators in carrying out their duties.

To optimize the performance of Satpol PP, it is necessary to build institutions that are able to support the realization of peaceful, orderly, and orderly regional conditions. The institutional arrangement of Satpol PP not only considers the criteria for population density of an area, but also the burden of duties and responsibilities carried, such as culture, sociology, and safety risks of Satpol PP. For this reason, it is

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necessary to increase human resources for Satpol PP employees. Human resources are one of the most important factors in determining the success of an organization. Increasing the human resources of the State Administration apparatus in carrying out duties until now is still considered an important issue that is often discussed by academics and practitioners. This is related to the national development that is being carried out which emphasizes the importance of work professionalism in all fields, including the professionalism of the work of Satpol PP officers as state administrative apparatuses. The success of national development, among others, depends on the success of improving the professionalism of civil servants as state officers as well as Satpol PP officials. Therefore, attention to efforts to improve the professionalism of officers in the bureaucratic environment in carrying out their duties, today is an urgent need for a professional state apparatus to work so that the quality of work increases. The Civil Service Police Unit is a state apparatus. In Local Government Law Number 23 of 2014, article 120 has regulated the existence of the Civil Service Police Unit (Satpol PP). The Civil Service Police Unit has a goal, namely, in the framework of national development, the policy direction of the regulation and guidance program carried out by Satpol PP emphasizes efforts to foster public order peace (*tramtibmas*), provide early warning and countermeasures, maintenance of *tramtibmas*. Enforcement of local regulations (*Perda*) that must be obeyed by all parties with procedural authority. This effort is manifested in the form of a community protection system, where the interests of the community come first. The main interest where the approach to protection, prevention, guidance to enforcement of violations of regulations that apply in the community.

Public peace and order is a process of planned change that takes place continuously from a certain state to a better condition, public peace and order is carried out gradually and covers all aspects of life so that there is an increase in public peace and order in society. Likewise, in the task of enforcing Regional Regulations (*Perda*) which must be obeyed by all parties with procedural authority when socialized. To carry out the task of socializing the Regional Regulations, Civil Service Police Unit officers who have certain abilities and expertise are needed. These abilities and expertise can only be acquired through formal and informal education. Formal education is education that has levels from elementary school to college. The higher the level of formal education, the more it is possible for each Civil Service Police Unit officer to understand the duties he or she performs. Such is the case experienced by officers at the Satpol PP Office in Solok City in carrying out their duties. Based on the observations of researchers that the PP police force in carrying out its duties still experiences many obstacles, where these obstacles are due to the lack of capabilities possessed by the officers at the Solok City Satpol PP Office. The average Satpol PP officer has a high school education level and has never attended supporting technical training related to the main duties they carry. The work initiative owned by Satpol PP officers is also still low, this can be seen from every work done, always have to wait for orders from superiors, there is no initiative from the officers themselves to complete the tasks carried out. This is an obstacle for PP police officers in carrying out organizational tasks. The facilities and infrastructure used to support the implementation of duties are still very limited, so far the Satpol PP Office does not have its own office building, and only rides or uses the former office house of the Chairman of the DPRD. Likewise, other facilities such as computers, printers, bureau tables, structural official chairs and employee seats are still lacking, as well as operational vehicles used so far only two, so that the tasks carried out are not effective.

The available budget used by the PP police force in supporting the implementation of duties is also still very minimal, so far the budget for the PP police force which is managed for official activities and other administrative tasks every year always experiences a budget deficit. This condition is an obstacle for Satpol PP in carrying out its duties and functions. The abilities that must be possessed by Satpol PP officers in the form of knowledge, skills, and experience to support the implementation of the duties and functions of officers in the organization. Based on the results of the study, it shows that the inhibiting factors in the implementation of the duties and functions of the Officers at Satpol PP Solok City, as seen from the ability factor have not supported or hindered the implementation of duties. This happens because the average PP police officer has a high school education level and has never attended supporting technical training related to the main task they carry. So that this condition can hamper the implementation of the duties and functions of officers at the Solok City Satpol PP Office. Thus, it can be concluded that the increase in human resources (HR) of Satpol PP Solok City is slow. This happens because the level of education and knowledge of Satpol PP officers is still low. Standard Operating Procedure (SOP) can be interpreted as an organizational guide that stipulates a standard action. SOPs contain instructions that explain the ways expected and required by workers/officers in doing/carrying out their work. In government, the implementation of SOPs is a must with the issuance of the regulation of the Minister of Government and State Apparatus Number 35 of 2012. In terms of governance, SOPs are useful to help government performance to be more effective and efficient in public services. The application of SOPs in government

services needs to be considered between the organizational structure and the division of tasks in government and is associated with several important things in the implementation of SOPs, namely: efficiency, consistency, error minimization, problem solving, labor protection (employees), work maps and defense boundaries. Standard Operating Procedure (SOP) is a written guidebook. SOP according to Tambunan's view (2008: 79) is a guideline that contains operational procedures in an organization that are used to ensure that all decisions and actions as well as the use of process facilities carried out by people in the organization run effectively, consistently, standardically and systematically. With the Standard Operating Procedure, the administration of government administration can run with certainty. Various forms of deviations can be avoided or even if there are irregularities in the government environment, the cause can be found and can be resolved in an appropriate way. If all activities are in accordance with those stipulated in the Standard Operating Procedures, then gradually the quality of public services will be more professional, fast and easy.

The performance of public organizations is influenced by diverse factors. In the context of implementing SOPs in public organizations, Winarno (2012) said that one of the factors that determine the influence of SOP policy implementation on employee performance in the organizational environment is the organizational structure. The structure of those organizations that implement policies has an important influence on implementation. One of the most basic structural aspects of an organization is its basic size work procedures (SOPs). By using SOPs, implementers can take advantage of the available time. In addition, SOPs also standardize the actions of officials in organizations. Furthermore, Winarno (2012) stated that SOPs have benefits for organizations with flexible planning procedures and great control over their programs. From Winarno's view above about the effect of implementing SOPs policies in this organization, it is known that the implementation of SOPs policies in organizations affects the performance of employees in the government. The above theory corresponds to what is happening on the ground. Satpol PP is one that carries out tasks guided by Standard Operating Procedures instructed by the Minister of Government and State Apparatus. This application causes services to the community to run well in accordance with SOPs principles. According to Tjipto Atmoko (2011), Standard Operating Procedures (SOPs) is a guideline or reference for carrying out work duties in accordance with the functions and performance assessment tools of government agencies based on technical, administrative and procedural indicators in accordance with work procedures, work procedures and work systems in the work unit concerned. The functions and benefits of SOPs are in accordance with what Tambunan (2008) said that one of the benefits of SOPs as guidelines, SOPs have a role to provide references for all activities carried out effectively. The implementation of SOPs can provide benefits as a means to communicate the implementation of a job for all personnel and as a means of documentation including for reporting. Research findings show that there are field personnel after the implementation of SOPs at Satpol PP still do not feel significant benefits. This is due to lack of knowledge about SOPs so they do not use SOPs that have been made. Based on the results of the interview, it is known that there is still a lack of use of SOPs as guidelines in doing work. This is very unfortunate considering that the SOP is prepared as a written guide that must be carried out in carrying out daily activities to ensure the quality standards of work results.

Based on the results of the study, it feels that there are benefits in carrying out work, because it feels helped by the existing SOPs guidelines. The existence of SOPs can be used as standardization of work implementation and can easily be controlled. Thus the quality of the work can be monitored gradually, from time to time through the process of monitoring and evaluation as well as continuous improvement that can lead to excellent service. Seeing the current conditions where there are new personnel, related parties at Satpol PP should re-conduct socialization, distribution of SOPs to units and coaching and training on understanding SOPs both formally and informally. The stages of SOPs implementation in the form of steps needed for SOPs implementation planning are socialization of SOPs to users, distribution of SOPs to users, analysis of training needs (if needed). This is very unfortunate considering that SOPs are prepared as written guidelines in carrying out daily activities in an institution to ensure quality standards for work results. After the SOPs is made, it should be a demand for all elements to use and utilize the SOPs in doing their work. With the implementation of SOPs, it is expected to be able to improve the quality of service at Satpol PP. However, the fact is that the implementation of SOPs has not been able to improve service quality. Although personnel have tried their best in carrying out their duties. Often considered rude or unfriendly, while work demands require personnel to always be polite, friendly and smile in all conditions. This is because Satpol PP personnel are only presented with SOPs without any training or coaching on how to work procedures according to SOPs, how good service is in accordance with excellent service, no socialization, and lack of personnel knowledge about SOPs. so that the implementation of SOPs is not massive. The existence of SOPs, standardization of work implementation in libraries can be controlled. Thus

the quality of work results can in turn be monitored gradually, from time to time through the process of monitoring and evaluation as well as continuous improvement. From the explanation above, it can be concluded that there is an SOP implementation at Satpol PP Solok City but it has not been optimal due to problems related to human resources and its application in the field.

5. CONCLUSION

Based on the objectives of the study, specific findings and discussion of the results of the research conducted can be drawn the following conclusions: 1) The increase in Human Resources (HR) of Satpol PP Solok City runs slowly, this happens that the level of education and knowledge of Satpol PP Solok City officers is still low. 2) There is an implementation of the Presedur Operational Standard (SOPS) for peace and public order at Satpol PP Solok City but it has not been optimal. SOPs that have been made very well should be put to good use as well. This can be realized if the existing SOPs are always socialized and personnel have sufficient knowledge and skills to implement and apply SOPs optimally. Thus, the implementation of SOPs will run consistently and continuously, can be monitored and evaluated to improve service quality. Based on the conclusions and implications above, several things can be suggested as follows: 1). It is necessary to improve the human resources of Satpol PP Solok City by equipping sufficient knowledge and skills to implement and apply SOPs optimally. 2). SOPs made and guided at Satpol PP Solok City should be implemented as a whole so that the implementation of SOPs will run consistently and continuously can be monitored and evaluated to improve service quality.

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