

Formulation of Standard Operating Procedures for Tickets for Sumber Gempong Tourism Management

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Abstract

In the tourism industry, human resources play an important role in an organization's success. In achieving effective and efficient tourism management, namely through the implementation of standard operating procedures during operations. On the Sumber Gempong tour, several obstacles affect ticket sales, including inaccurate employee checks and deficiencies in visitor counting. This study aims to compile standard operating procedures in the implementation of employee work in ticket sales at the Sumber Gempong tourist spot. The preparation of process SOPs is important for organizing and carrying out tasks and processes within an organization. The method used in this research is a qualitative descriptive approach. Data obtained through observation techniques, interviews, and documentation. Researchers will make standard operating procedures in the form of steps or work processes in the ticket sales section. The results of this research will make it easier for employees to know their duties and responsibilities.

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INTRODUCTION

Tourism development in Indonesia is currently advancing rapidly. It possesses unique characteristics that could attract tourists, especially in Indonesia (Ramadhani, 2021). Efforts to achieve professional, effective, and efficient tourism management are being implemented through the adoption of Standard Operating Procedures (SOPs) across the management of tourist attractions. SOPs, as documents that outline daily operational activities, aim to ensure work is carried out correctly, accurately, and consistently, thereby achieving company goals (Djukuw & Tarigan, 2024).

Sumber Gempong Tourism is a tourist attraction in Sukorame Hamlet, Ketapanrame Village, Trawas District, Mojokerto Regency. One of the new tourist destinations is located in the middle of rice fields. This tourist attraction is crowded with visitors from various regions every day. It has an attraction: views of rice fields and mountains, and there are other facilities such as bathing pools, game rides, culinary tours, and public facilities. Based on information obtained at the Sumber Gempong tourist attraction, there is no Standard Operating Procedure (SOP) in place. Several problems often occur during ticket sales operations, namely leaks in visitor ticket sales that go unnoticed due to the large number of purchases. In addition, it is still difficult to distinguish between residents and non-local residents. Another factor is limited human resources and technology, which suggests that workers are still not performing their duties optimally (Evitaningrum & Sardjono, 2024). The existence of SOPs can determine what to do, carry out evaluations, and improve work quality. Based on the background of the problem described above, the researcher is interested in conducting research at this tourist attraction.

Based on the background described above, the objectives of this research are to develop a Standard Operating Procedure for ticket sales at the Sumber Gempong tourist attraction and to identify the ticket sales control system at the Sumber Gempong tourist attraction.

LITERATURE REVIEW

Standard Operating Procedures

Standard Operating Procedures are references or guidelines that contain operating procedures within an organization. They are used to ensure that all decisions and actions across the organization are carried out more effectively, efficiently, consistently, and systematically. As a guide to ensure that each member's work steps are in accordance with standards and systematics. Includes steps to be followed in carrying out tasks, tools or equipment to be used, established time schedules, responsibilities assigned to individuals or groups to measure success or quality of performance (Tambunan, 2013; Sutrisno et al., 2025). The following are the benefits of standard operating procedures, namely:

- a. Facilitates understanding and mastering tasks in general.
- b. Become a training tool and measure employee performance.
- c. Avoid errors in work processes and reduce the likelihood of quality-impacting errors.
- d. Makes it easier to monitor work processes and to evaluate compliance with procedures.

The purpose of creating standard operating procedures is to document the details and standards for repetitive work activities within an organization. According to Hartono (2020), the objectives of SOPs are: efficiency, consistency, security, and continuity. The development of SOPs for ticket sales at the Sumber Gempong Trawas tourist destination aims to create structured, efficient, and accountable operational governance. These SOPs serve as standard guidelines for field officers in carrying out the ticket sales process consistently and professionally, while minimizing the risk of administrative errors and non-transparent practices. Furthermore, SOPs are developed to improve the quality of tourism services, enabling visitors to have a more orderly, comfortable, and reliable travel experience. With clear procedures, tourism managers can also more easily monitor, evaluate, and improve services on an ongoing basis. The long-term goal of implementing these SOPs is to strengthen system-based tourism destination management and support improvements in the image and competitiveness of local tourism, particularly in the Trawas area and its surroundings.

Performance Management

Armstrong (2021) defines performance management as a systematic process for improving organizational performance by understanding and monitoring the implementation of planned and established goals. Performance management helps provide a better understanding of what needs to be achieved in the short and long term. Therefore, Performance Management is a systematic process carried out by organizations to manage, supervise, assess, and continuously improve employee performance, ensuring alignment with the organization's strategic goals. Performance is the implementation of a prepared plan. This performance is carried out by human resources who have expertise, competence, motivation, and responsibility (Davis et al., 2025). Quality work results achieved by an employee in carrying out assigned responsibilities that influence the company's achievement of common goals (Vergara et al., 2025). In other words, employee performance is the work results or level of achievement achieved by an employee in carrying out the tasks and responsibilities given, in accordance with the standards set by the organization or company (Evitaningrum & Sardjono, 2024).

Organizational performance encompasses various aspects, including achieving financial goals, operational performance, customer satisfaction, innovation, growth, and social or environmental impact. Organizational performance results from the quality and quantity of work an employee can do in carrying out assigned tasks. It aims to foster a culture of continuous improvement at the group and individual levels (Soediro & Nurbianto, 2025). Organizational performance is the level of achievement or results an organization achieves in carrying out its activities to meet predetermined goals, both in the short and long term. Organizational effectiveness is needed to improve work goals, and the organization is needed to improve work and organizational goals.

Human resources (HR) are individuals or groups of people who actively work in an organization, company, or country, contributing through knowledge, skills, attitudes, and behaviors to achieve specific goals. Human resources are a crucial and inseparable factor in every agency or company. essentially, human resources are employed as actors, thinkers, and planners to achieve organizational goals (susan, 2019). Human resource management is a field of study encompassing planning, implementation, organization, and supervision. it plays a vital role in determining a company's success. in carrying out the functions found in an organization (Rithmaya et al., 2023).

Tourism

Tourism comes from Sanskrit, meaning two syllables: "pari" means many or many times, and "tourism" means traveling or journey (Yoeti, 2018). Law Number 10 of 2009 on Tourism serves as the legal basis for the freedom to travel and spend time. Tourism is needed to create business opportunities, generate benefits, and build capacity to address the challenges of changing lives locally, nationally, and globally. Tourism is a new industry that can boost economic growth by creating employment opportunities and raising incomes and living standards. Tourism is an activity aimed at providing services, providing tourist attractions, and attracting tourists.

Services

Service is the process of fulfilling needs by engaging in activities directly with other people (Maimunah & Sardjono, 2024). Service can be defined as a work process that results in the delivery of a product to customers (Djukuw & Tarigan, 2024). Based on the definition of service above, it can be concluded that service is a process or action taken to meet customer needs to increase satisfaction (Tarigan & Yobeanto, 2025). Good service can build trust and loyalty and increase customer satisfaction. Furthermore, it can involve positive interactions with a friendly, empathetic, and professional attitude.

RESEARCH METHOD

This research uses a qualitative descriptive approach. Using a qualitative research approach, the study was conducted to generate data to observe and explain events at the Sumber Gempong Trawas tourist attraction. The author took a qualitative approach to the problem of the Sumber Gempong tourist attraction, which faces obstacles, namely a lack of management in the ticket sales section. Therefore, this study developed a standard operating procedure for ticket sales at Sumber Gempong, which will later serve as input for the place. In this method, information is collected to answer research questions related to the problem being studied by examining the collected data to obtain an overview of a particular condition, event, or problem. Regarding data accuracy, the author checked its validity using various sources and references.

Data is information used as input for research. Data collection is used to obtain the information needed for research. The collected data is used as material for the research object. Data collection was conducted through direct observation at the Sumber Gempong Trawas tourist attraction. Sumber Gempong is a natural tourist destination with a natural spring. Visitors can also enjoy views of the rice fields and beautiful mountains, along with a pleasant atmosphere. This research used both online and offline data collection methods, including interviews with managers of tourist attractions to obtain accurate information. This research took place at Sumber Gempong, located in Sukorame Hamlet, Ketapanrame Village, Trawas District, Mojokerto Regency, East Java. The research began in June 2023.

The data source used in this research is primary data collected through interviews with reliable sources, namely the Village Head as Advisor and the Commissioner of the Sumber Gempong Tourism Management Unit, using a prepared questionnaire. The secondary data used are obtained from Sumber Gempong, including literature, readings, company documents, company profiles, and history, as well as published and unpublished notes or reports related to ticket sales and problems encountered.

The data processing technique in this qualitative descriptive research involves gathering information from tourist attraction managers and combining it with the theory developed to create standard operating procedures. The following steps are taken in analyzing the data: The data collection method is the process used to gather complete or relevant information to answer the research questions and achieve the objectives. The data collection methods used are as follows:

1. Identify the problem, then confirm the research permits and the topics to be discussed.
2. After receiving this approval, the next step is to observe the problems identified in the ticket sales section.
3. Conduct problem analysis to identify solutions. This research topic addresses the lack of standard operating procedures in the ticket sales section.
4. Finding solutions to problems based on data collection regarding the Sumber Gempong tourist attraction, which lacks standard operating procedures. Therefore, the author proposes developing standard operating procedures for the Sumber Gempong tourist ticket section.

The preparation of standard operating procedures provides written instructions or guidelines for process *ticketing*, making it more efficient, easier for employees to do their work, and optimizing the performance of Sumber Gempong employees.

RESULTS AND DISCUSSION

The Sumber Gempong tourist attraction is located at the foot of Mount Penanggungan, in Sukorame Hamlet, Ketapanrame Village, Trawas District, Mojokerto Regency. It is a natural spring found in the surrounding terraced rice fields. This is what makes this tourist attraction attractive, with its spring. This tourist attraction is located on village land covering 4 hectares. Residents interpret the tourist attraction as "Gempong" (a location with abundant standing water and that will not dry out even during the dry season).

In 2021, a tourism development program was launched after Ghanjaran Park experienced a lack of visitors. The Ketapanrame Village Government then began focusing on developing the Sumber Gempong tourist area, using funds from the previous year's Village-Owned Enterprise (BUMdesa) business. This development began with the construction of a bathing pool and the installation of a spring to support tourism facilities, which are set amid the surrounding natural beauty, including expanses of rice fields that are a feast for the eyes.

The vision of Ketapanrame Village is to create an independent, prosperous, and competitive Ketapanrame Village community with professional governance. Meanwhile, the mission

1. Realizing a democratic, aspirational, transparent, and responsive Ketapanrame Village Government in accordance with the principles of trustworthy and responsible government.
2. Improving human resources who are pious, intelligent, creative, innovative, and cultured through supporting the fulfillment of the basic needs of the Ketapanrame Village community in a just manner.
3. Advancing the economy of the Ketapanrame Village community, based on the tourism sector and its supporting sectors, towards competitive, sustainable economic independence by empowering the village community and BUMDESA.
4. Improving the quality and quantity of sustainable rural infrastructure.
5. Building synergy among residents of Ketapanrame village, community leaders, religious leaders, village institutions, village officials, village community groups/organizations, and other village community stakeholders, harmoniously and sustainably, to create a safe, peaceful, and dynamic environment for the Ketapanrame village community.

The Sumber Gempong tourist village has natural potential, including agricultural land and mountains, as well as a rural atmosphere that remains pristine.

The Sumber Gempong tourist attraction boasts a beautiful natural panorama that attracts visitors from various regions and residents. This tourist attraction had the most significant number of visitors in 2022 because it was newly opened. This resulted in long ticket queues and frequent ticket thefts. Sumber Gempong is one of the most prominent tourist attractions in Ketapanrame village, attracting up to 500 visitors per day on weekends. After conducting research, the author learned that Sumber Gempong lacks a standard operating procedure (SOP) for ticket sales. Therefore, it is not surprising that ticket thefts often occur. Ticket thieves are an adverse event that will impact regional revenue. The influx of visitors to Sumber Gempong, without a standard operating procedure (SOP) for ticket sales, has led to significant human error during ticketing. Most visitors may enter the attraction without a ticket.

The difference between local and out-of-town residents is also a significant cause of ticket fraud, as ticket sales still rely on manual methods. Visitors simply present their ID cards to the cashier and then pay directly at the Sumber Gempong tourist attraction. Therefore, it is crucial to have a standard operating procedure (SOP) for ticket sales at Sumber Gempong.

The Sumber Gempong tourist attraction has encountered several obstacles in implementing ticket sales. These obstacles prevent it from providing optimal service:

- a. When ticketing staff fail to check tourists' or visitors' identity cards, it leads to a leak in ticket sales at Sumber Gempong.
- b. When counting visitors or tourists, this means that some visitors or tourists who are not underage still receive free tickets or admission.

These obstacles have made the administrative management of the Sumber Gempong tourist attraction, particularly the ticket sales section, less than optimal. Several factors contribute to the suboptimal operation of the Sumber Gempong tourist attraction, including negligence by ticket counter staff, lax regulations, the absence of a standard operating procedure (SOP) for ticket sales, and insufficient supervision. This prompted the author to create a standard operating procedure (SOP) for the Sumber Gempong tourist ticket sales process, thereby improving operational efficiency at the Sumber Gempong tourist attraction.

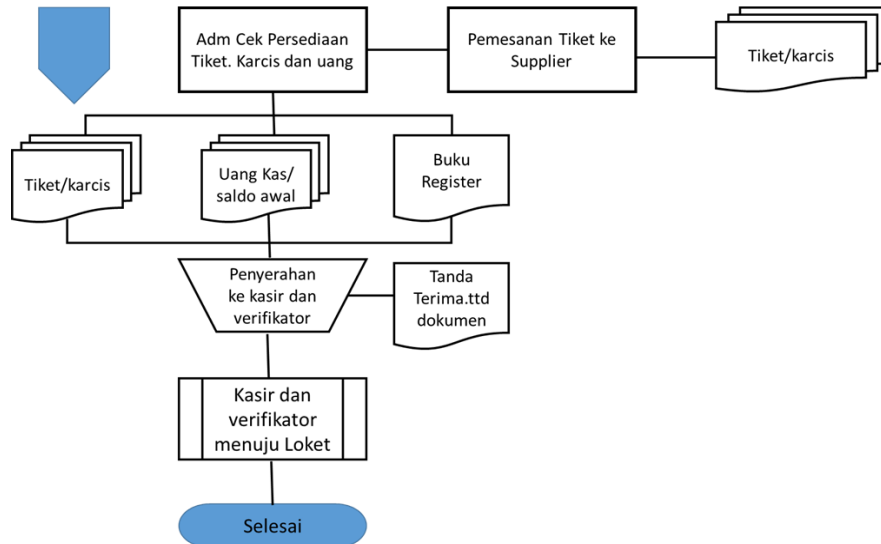


Figure 1. Flow of preparation for selling entrance tickets to Sumber Gempong Tourism

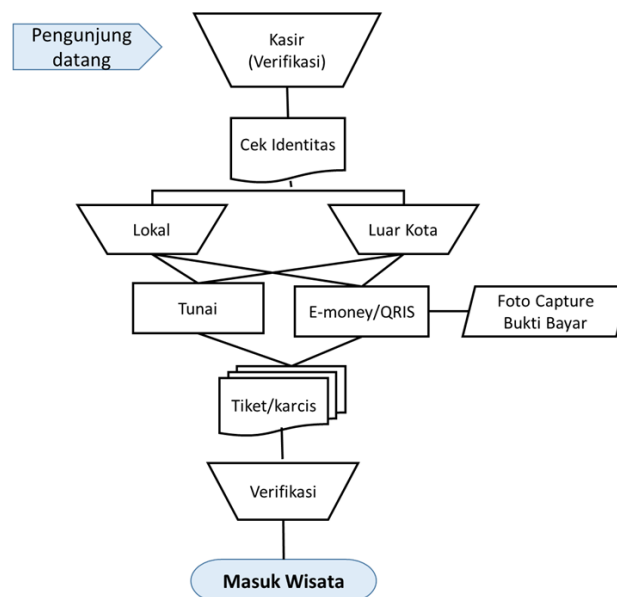


Figure 2. Ticket sales process flow at the cashier's office

Tourism revenue from Sumber Gempong in Ketapanrame village has increased, with both revenue and profit rising. This data was obtained from the presentation of the Director of Bumdesa in 2023. It was explained that in 2021, tourism revenue and profit in Ketapanrame village declined significantly in nominal terms due to the COVID-19 pandemic. Revenue reached IDR 1,500,000,000 while operating profit reached IDR 750,000,000 (seven hundred and fifty million rupiah). Data on revenue and operating profit in the Ketapanrame tourist village increased in 2022. Revenue reached IDR 3,500,000,000, while operating profit reached IDR 2,400,000,000. This data shows an increase in revenue and operating profit of IDR 2,000,000,000 and IDR 1,650,000,000, respectively. The data increased following the opening of a new tourist attraction in Ketapanrame village, namely Sumber Gempong.

The data shows that the number of visitors to Sumber Gempong that year increased significantly compared to the previous year. Visitors to Sumber Gempong come not only from the local area but also from several

regions. This indicates a continuous increase in interest in this tourist attraction. Currently, ticket sales for Sumber Gempong are still carried out manually. Ticket sales still use a ticket as a receipt. The entrance fee for one adult is IDR 5,000, while children under five are admitted free. Residents who wish to enter Sumber Gempong can use their ID cards to purchase free entrance tickets.

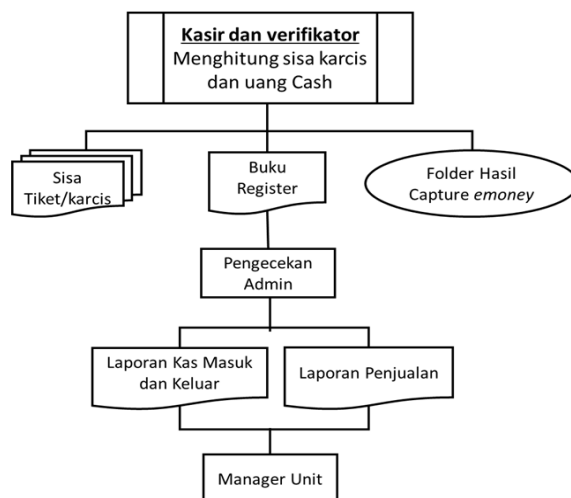


Figure 3. Ticket Sales Flow at the end of the day

Payments for out-of-town visitors are made using QRIS (Quick Response Code Indonesian Standard) and cash. Attraction tickets are sold separately from tourist attractions. Meanwhile, Sumber Gempong tourist tickets include parking. Payment for each attraction ticket is made separately from the tourist attraction entrance fee, using cash, for both residents and those from other areas. Based on the author's observations and interviews, several obstacles are encountered by the Sumber Gempong tourist attraction. The obstacles that arise when ticket sales experience "leaks" and when employees enter or exit, including resignations. This can occur because the Sumber Gempong tourist attraction does not yet have an SOP or standard operating procedure for selling Sumber Gempong tourist tickets. SOPs can serve as rules for ticket sales procedures, to be applied as work rules for employees and staff at the Sumber Gempong tourist attraction. Considering the importance of SOPs in business, they can be valuable tools for setting rules for training new employees or for job training, for avoiding and reducing the risk of work errors, for facilitating the process of work supervision, and for assessing employee performance. This SOP can be used as a procedure or assignment rule at the Sumber Gempong tourist attraction. SOPs are one way to overcome the obstacles encountered at the Sumber Gempong tourist attraction, namely ticket leaks and the entry and exit of employees, including resigned employees.

There are several types of documents used in the Sumber Gempong tourist ticket sales process, such as:

- a. Visitor Identity
This document serves as a supporting document for classifying local or out-of-town tourists. Visitor identification can be provided through a Resident Identity Card.
- b. Manual book cashier
This document is a book of ticket sales transactions. The cashier uses this document to record ticket inventory and cash or petty cash.
- c. Tourist tickets
This document consists of a sheet of paper containing the price and the visitor's ticket number. This document is used to enter the Sumber Gempong tourist area.
- d. Capture or photo proof of payment Pinch.
This document is a JPEG photo of the payment made using e-money or QRIS. The cashier will photograph the receipt and then submit it to the administrator as proof of payment.
- e. Cash in and cash out report. This cash-in and cash-out report is presented as a document.
A simple accounting Excel report created by the admin. This report is used to record transactions at the Sumber Gempong spring tourist attraction.
- f. Sales report
The sales report summarizes Sumber Gempong tourist ticket sales for the entire month. This report is prepared by the administrator and submitted to the unit manager for inclusion in the Ketapanrame village accounting report.

Employees at Sumber Gempong directly interact with the public and represent the company, ensuring visitors experience convenience and comfort in the tourist village. Visitor convenience begins with the ticket purchase process, making it crucial for employees to ensure ease of purchase, as demonstrated by the Sumber Gempong ticket sales SOP. To date, the Sumber Gempong ticket sales process still lacks an SOP. This is evident in the numerous ticket sales leaks resulting from lax visitor regulations. Sumber Gempong ticket sales are still conducted manually, leading to ticket sales leaks. The leaks that occur here are ticket purchases that go undetected due to the large number of visitors purchasing and the absence of ticket inspectors. The absence of ticket inspectors at the entrance means visitors can purchase only one ticket for a representative.

Therefore, the author recommends the establishment of ticket inspectors. Furthermore, separate tickets are needed for residents and non-residents, and regulations regarding the age limit for children who receive free tickets are needed. This will facilitate queue differentiation and reduce congestion at the entrance to the tourist area. Additionally, the Sumber Gempong tourist area needs to install CCTV (Closed-Circuit Television) at several strategic points to facilitate operational monitoring. The standard operating procedures (SOPs) that have been developed are expected to optimize performance in the Sumber Gempong tourist ticket sales department. These SOPs can help identify processes and steps that can be effectively utilized to increase work productivity. Implementing SOPs at the Sumber Gempong tourist attraction can help address field issues. With SOPs, obstacles and constraints that previously arose due to the lack of SOPs can be overcome. SOPs serve as a medium for monitoring employee performance before making decisions. The development of standard operating procedures for ticket sales at the Sumber Gempong tourist attraction serves as a guideline for employees in carrying out their work activities. In this case, employees work in accordance with the established ticket sales procedures, and their implementation requires intensive supervision from unit managers and motivation from leaders.

CONCLUSION

Ticket sales have not yet had written guidelines as a reference, resulting in inconsistent employee performance. Therefore, it is necessary to create standard operating procedures (SOPs) to help employees understand their tasks, particularly in ticket sales. Within an organization, these SOPs can help identify processes and steps that can be effectively utilized to increase work productivity. Several obstacles are encountered during ticket sales operations, including employee negligence resulting from insufficient supervision. Therefore, SOP control is crucial to ensure that all regulations align with the organization's needs and objectives. This includes proper implementation and employee training, as well as performance evaluations to ensure compliance with SOPs. Furthermore, it aims to maintain quality, consistency, and safety in the implementation of established tasks or processes. The benefits of this SOP include more organized and systematic ticket sales. Tasks and processes can be carried out consistently and in accordance with established regulations. SOPs can help stabilize organizational operations and reduce the risk of errors and discrepancies. The development of this Standard Operating Procedure at Sumber Gempong Trawas is expected to provide useful evaluation material for implementing more organized standard operating procedures. Research indicates that providing SOPs at the Sumber Gempong tourist attraction can improve employee performance, ensure consistent work, and make it easier for visitors to purchase tickets. The Sumber Gempong tourist attraction can conduct regular employee supervision and checks to minimize errors and negligence in providing services to visitors.

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