



From Compliance to Culture: Elevating Service Quality and Courier Professionalism in Last-Mile Delivery MSMEs

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Abstract:

This study aims to improve the effectiveness of Standard Operating Procedure (SOP) implementation, employee compliance, and service quality in a micro, small, and medium-sized enterprise (MSME) in the delivery service sector. The study addresses several operational challenges, including inconsistent SOP implementation, inadequate courier work discipline, limited service communication skills, and the absence of a structured performance evaluation system. The study used a descriptive qualitative approach with a participatory strategy, including observation, interviews, problem identification, mentoring, training, monitoring, and evaluation. These activities involved employees in identifying operational problems and developing practical improvements to strengthen work performance. The results indicate that mentoring and training improved employees' understanding of SOPs, strengthened work discipline, and enhanced service communication skills. Furthermore, these interventions supported the development of a more focused operational evaluation system. SOP implementation gradually shifted from an administrative requirement to a practical guideline for employee behavior and delivery operations. These findings imply that integrating SOP reinforcement with human resource capacity development can strengthen operational consistency, employee professionalism, and service quality. The participatory mentoring model also offers a practical and adaptable approach for other service-oriented MSMEs seeking to improve operational management, establish systematic performance evaluation, and sustain continuous service quality improvement.

INTRODUCTION

The delivery service sector has become vital to economic activity, especially as digital technology advances and shifting consumption patterns demand fast, accurate, and responsive services (Adeniran et al., 2025; Aziz et al., 2025). Delivery service quality plays a crucial role in enhancing customer satisfaction and ensuring business sustainability (Achmad et al., 2025; Adeniran et al., 2025; Jain et al., 2025; Rudiana et al., 2026). This is because customers evaluate not only the delivery outcome but also the service process, communication, and the service provider's professionalism. Research indicates that standardizing work processes through Standard Operating Procedures (SOPs) can improve service consistency, operational efficiency, and organizational quality control (Baharun et al., 2025; Rufino et al., 2025; Mursid et al., 2026; Siboro et al., 2025).

Consequently, strengthening SOP implementation in delivery service MSMEs (Micro, Small, and Medium Enterprises) is critical because it directly affects the quality of service provided to the public.

A key issue is that many delivery service MSMEs struggle to maintain consistent service quality because of limitations in operational and human resource management systems. Although many business owners have established work rules or SOPs, implementation often falls short because employees understand them poorly, training is insufficient, and supervision is weak. These conditions lead to service delays, customer communication errors, and inconsistent work standards. In a service sector that relies heavily on direct interaction between employees and customers, these issues can undermine public trust in the services provided and hinder sustainable business growth.

A similar situation is observed at "Cak Ed Delivery," a local delivery service business in Lamongan Regency. Preliminary observations revealed that couriers did not consistently implement existing SOPs. Identified issues included low work discipline, suboptimal customer communication, and a lack of a structured performance evaluation system. Furthermore, limited training programs resulted in uneven capabilities among couriers regarding adherence to service standards. This shows that SOPs alone do not guarantee operational quality without human resource readiness. Therefore, discussing models to support SOP implementation is highly relevant, as such models can generate social impact by enhancing workforce professionalism, improving public service quality, and strengthening the competitiveness of local MSMEs.

Previous studies have highlighted the importance of SOPs in boosting organizational effectiveness and service quality. Julião et al. (2025) and Rifa & Diandra (2026) explain that SOPs serve as management control instruments that standardize work processes and improve organizational performance. Denito et al. (2025) found that strategies to strengthen SOPs in service-oriented MSMEs can enhance service quality by refining operational systems and managing work activities. However, most of this research has focused on the conceptual development or evaluation of SOPs. In contrast, the implementation aspect—specifically regarding employee behavior in executing SOPs—has not yet been examined in depth. Yet, SOP success relies heavily on compliance among the individuals carrying out daily operational activities.

Previous research indicates that human resource factors significantly influence the successful implementation of organizational work systems. Achmad et al. (2025), Alrawhani et al. (2025), and Saleh et al. (2025) identified employee understanding, motivation, and competence as key determinants of adherence to work procedures. Similarly, Arief et al. (2025) and Fardiansyah et al. (2025) found that training, leadership, and job satisfaction contribute to improved employee performance. However, there remains a research gap regarding how community-based mentoring processes can be utilized to enhance Standard Operating Procedure (SOP) compliance within local-scale delivery service MSMEs. This gap underscores the importance of the proposed Community Partnership Program (PKM) activity, which introduces a mentoring model integrating SOP evaluation, service training, work motivation enhancement, and a continuous evaluation system.

Under these conditions, the primary challenges facing the PKM partner—Cak Ed Delivery in Lamongan Regency—include low employee adherence to operational SOPs, suboptimal service communication quality, and a lack of a structured performance development and evaluation system. These issues highlight the need for an intervention

that focuses not only on establishing work rules but also on building the capacity of the human resources responsible for service delivery. This PKM activity aims to evaluate SOP implementation, identify barriers to employee compliance, and provide mentoring through SOP reinforcement, service communication training, and the implementation of reward-based motivation and performance evaluation systems. The initiative seeks to establish a more professional operational system, improve service quality, and enable the service MSME to achieve sustainable growth.

RESEARCH METHODS

This community service activity employs a descriptive qualitative approach utilizing a participatory strategy (Rogo, 2024; Tisdell et al., 2025). This approach was selected because it provides an in-depth depiction of the partner's actual conditions while facilitating active engagement between the service team and the target community throughout the problem-solving process. The participatory method positions the partner as the primary subject, playing a central role in identifying needs, formulating solutions, implementing programs, and evaluating outcomes. Through this approach, issues regarding the implementation of Standard Operating Procedures (SOPs), work compliance, and service quality can be comprehensively understood based on the firsthand experiences of operational staff. A participatory-based mentoring strategy has proven effective in enhancing organizational capacity by fostering a sense of ownership regarding the changes being implemented.

The community service activity is being conducted at the delivery service business "Cak Ed Delivery," located at Jalan Andan Wangi No. 40, Kauman, Sidoharjo, Lamongan District, Lamongan Regency, East Java. This partner was selected through purposive sampling as it exemplifies a local delivery service facing challenges in human resource management—specifically regarding courier discipline, SOP implementation, and service quality consistency.



Figure 1. Partner Research Location

Cak Ed Delivery was established in 2020; its operations involve direct interaction between couriers and customers, requiring clear work standards and effective supervision. This location was selected based on preliminary observations indicating a need to strengthen operational management and improve service quality through Standard Operating Procedures (SOPs). Data collection techniques for this Community Partnership Program (PKM) activity included participant observation, semi-structured interviews, group discussions, and activity documentation (Chand, 2025; Klingebiel et al., 2024). Participant observation involved directly monitoring courier operations, from order acceptance and delivery to customer communication and the application of established work procedures. Semi-structured interviews were conducted with the

business owner and couriers to gather information regarding their understanding of SOPs, implementation challenges, work motivation, and capacity-building needs. Additionally, group discussions were held to explore shared perceptions regarding solutions for improving work systems. Documentation provided supporting data, including operational records, SOP documents, and records of the assistance implementation process.

Data collection and analysis were conducted systematically using the interactive qualitative data analysis model developed by Miles, Huberman, and Saldaña. The analysis stages included data reduction, data display, and drawing or verifying conclusions (Im et al., 2023; Mezmir, 2020). The analysis categorized data from observations, interviews, and group discussions by key themes: SOP understanding, employee compliance, operational obstacles, and changes in service quality following the assistance activities. The data were then presented in descriptive narratives to identify patterns of problems and the effectiveness of the interventions provided. This analysis aimed to provide a comprehensive overview of the assistance's impact on changes in work behavior and improvements in the partner's operational effectiveness.

The success of the PKM activity is evaluated using indicators of changes in partner capacity, including improved understanding of Standard Operating Procedures (SOPs), stronger courier discipline, better service communication, and increased operational effectiveness. The evaluation compares conditions before and after the mentoring program, using observations, interviews, and partner feedback. The mentoring program aims not only to generate short-term changes but also to establish work systems that partners can implement sustainably. Strengthening SOPs—supported by training, evaluation systems, and work motivation—is a crucial strategy for improving service-organization performance, particularly in the MSME sector, which often faces resource constraints.

RESULTS AND DISCUSSION

Results

Transforming Work Compliance through Strengthened SOP Implementation

Analysis of Standard Operating Procedure (SOP) implementation at Cak Ed Delivery shows that SOPs play a fundamental role in establishing a more structured work system and improving consistent service quality. Observations before the assistance initiative indicated that the existing SOPs did not fully guide all couriers, as a gap existed between written procedures and actual work practices. Certain activities—such as order acceptance, customer communication, delivery status confirmation, and resolving operational issues—were still carried out based on individual habits. These findings show that SOP success depends not only on having procedural documentation, but also on the organization's ability to ensure every member understands, accepts, and consistently applies these work standards.



Figure 2. Analysis of SOP implementation and employee compliance

Several key factors drove low employee compliance with SOPs during the mentoring program's initial phase: limited understanding of work procedures, poor information dissemination, and weak monitoring and evaluation systems. Some couriers viewed SOPs as administrative rules rather than tools for improving service quality and operational efficiency. Consequently, procedure application often depended on field conditions and individual experience. These findings reinforce previous research indicating that human factors—specifically understanding, work motivation, organizational commitment, and management oversight mechanisms—heavily influence the effectiveness of SOP implementation. Thus, addressing employee behavior is crucial to ensuring sustainable SOP implementation.

Through the mentoring program, several interventions were implemented, including simplifying SOPs, training on work procedures, customer service simulations, and strengthening internal communication between management and couriers. Evaluation results showed increased employee compliance with operational procedures. Couriers showed greater awareness of the importance of following established workflows, particularly regarding delivery punctuality, customer communication, and reporting work activities. These changes indicate that the mentoring process not only enhanced employees' technical knowledge but also fostered an understanding that SOPs support professional conduct and boost customer trust.

Improved SOP compliance was also linked to implementing work motivation strategies, including reward systems and performance evaluations. Before the program, the organization had no clear mechanism to recognize high-performing employees or address procedural violations. Following the mentoring process, the partner organization began to appreciate the importance of a more structured human resource management system that incorporates regular feedback. This approach encourages employees to take greater responsibility for their tasks by clearly linking work behavior, rewards, and performance evaluation.

Beyond motivational factors, the results show that improving human resource competence is crucial to successfully implementing Standard Operating Procedures (SOPs). Couriers with diverse prior work experiences exhibited varying levels of understanding regarding service standards; consequently, a training-based mentoring approach proved effective in aligning perspectives and enhancing the capabilities of all organizational members. This competence enhancement not only fosters procedural compliance but also improves couriers' ability to handle various service situations in the field. These results reinforce the view that human resource capacity building is a fundamental pillar in establishing an organization characterized by high levels of accountability and work compliance.

Overall, the analysis indicates that implementing SOPs in delivery service MSMEs requires more than drafting work rules. SOPs yield optimal results when supported by effective dissemination, continuous training, evaluation systems, and an organizational culture that encourages compliance. The mentoring program at Cak Ed Delivery shows that integrating stronger operational procedures with human capacity building can tangibly improve work execution quality. Thus, this mentoring model offers a relevant strategy for other service-oriented MSMEs seeking to establish more professional operational systems, boost customer satisfaction, and strengthen business competitiveness in an increasingly challenging business environment.

Outcomes of the Mentoring Program

Implementing community service activities with Cak Ed Delivery in Lamongan Regency led to positive changes in operational management, work behavior, and service quality after a phased mentoring program. Before the activities, initial observations showed that the partner's operational system operated informally, with relatively low work standardization.



Figure 3. Overview of the Assisted Partner

Several key issues were identified, including inconsistent application of Standard Operating Procedures (SOPs), poor discipline among some couriers, suboptimal service communication, and no structured performance evaluation mechanism. These conditions led to inconsistent service quality that relied heavily on each courier's initiative. Through a participatory approach, the community service team collaborated with the partner to identify problems, formulate improvement strategies, and implement support measures focused on enhancing human resource capacity. Cak Ed Delivery is a local delivery service business that plays a strategic role in supporting community economic activities by delivering food, goods, documents, and daily necessities. As a community-based enterprise, Cak Ed Delivery not only offers the public a flexible logistics alternative but also creates economic opportunities for couriers.

However, the diverse backgrounds of the workforce led to varying levels of understanding regarding service standards and work procedures. The assistance process revealed that the partner's primary challenge was not only the technical aspects of delivery but also fostering a professional work culture. Consequently, the program focused on strengthening SOPs, enhancing service competencies, and establishing a work system that could maintain consistent service quality.

The initial phase of assistance involved evaluating the partner's existing SOP implementation. The assessment revealed that couriers did not fully understand the previous SOPs because they were too general and lacked detailed descriptions of daily operational procedures. Areas requiring improvement included order acceptance standards, customer communication procedures, delivery punctuality, and mechanisms for resolving issues during the service process. Based on these findings, the community service team refined the SOPs, adopting a simpler, more practical approach that couriers could implement more easily. Post-implementation evaluation results indicate improved employee understanding of work procedures, as standard operating procedures are not merely available as documents but have also been translated into concrete work behaviors.

Table 1. Results of SOP Implementation Mentoring at Cak Ed Delivery

No	Areas of Support	Initial Conditions Prior to Mentoring	Mentoring Process	Outcomes Following Mentoring
1	Understanding and Implementation of SOPs	Standard Operating Procedures (SOPs) were in place but were too general and not uniformly understood by all couriers. Certain operational activities—such as order acceptance, customer communication, delivery time standards, and issue resolution—were still being handled based on individual habits.	The team evaluated existing Standard Operating Procedures (SOPs), identified procedural weaknesses, and subsequently developed improved SOPs that were simpler, more practical, and aligned with the couriers' daily operational activities. Additionally, outreach and discussions were conducted to ensure every courier understood the purpose of the SOPs.	Couriers gained a clearer understanding of the workflow and became capable of applying operational procedures to delivery activities—ranging from order receipt and confirmation to final delivery—in accordance with service standards.
2	Courier Discipline and Compliance	Courier discipline was inconsistent. Some couriers frequently delayed order pickups, submitted suboptimal activity reports, and lacked uniform standards regarding work responsibilities.	Clearer work rules were established, alongside routine briefings, work activity monitoring, and the implementation of a reward system and performance evaluation.	Courier discipline improved, evidenced by punctuality, readiness to accept orders, adherence to procedures, and a greater sense of responsibility in completing delivery tasks.
3	Communication Competence and Service Quality	Courier-customer interactions previously focused primarily on completing transactions, meaning that friendliness, communication, and the overall customer experience were not prioritized.	The team provided training on service communication, work ethics, customer interaction, and professional complaint-handling strategies.	Couriers demonstrated improved customer communication skills through faster response times, better service language, a friendlier demeanor, and the ability to provide accurate information regarding delivery status.
4	Operational Evaluation and Management Systems	Prior to the mentoring process, courier performance evaluations were not conducted regularly; consequently, operational issues were often resolved spontaneously without analyzing root causes.	The partner received guidance in establishing a simple monitoring system through periodic evaluations, discussions on operational issues, and the identification of needs for courier capacity building.	Management established a more systematic evaluation mechanism to monitor courier performance, identify delivery bottlenecks, and determine operational improvements.
5	Professionalism and Organizational Work Culture	The couriers came from diverse backgrounds, leading to varying levels of understanding regarding work standards and service professionalism.	The mentoring focused on fostering a work culture through the strengthening of SOPs, training, internal communication, and the institutionalization of performance evaluations.	Employee awareness increased regarding the importance of responsibility, service consistency, and adherence to operational standards.

Table 1 shows that the assistance provided for SOP implementation at Cak Ed Delivery significantly changed both operational systems and employee work behaviors. Before the program, the main issue was not just a lack of SOP documentation, but the failure to embed work rules into daily operations. Through a participatory mentoring approach, the team transformed the SOPs into more practical tools for managing work processes. These changes show that SOPs deliver optimal results when supported by effective communication, training, and direct employee involvement in understanding each procedure's objectives.

The observed improvement in courier compliance highlights the critical role of human resources in successfully implementing SOPs. Before the mentoring program, individual habits largely drove work behaviors, resulting in inconsistent service quality among couriers. Interventions—including routine briefings, evaluation systems, and motivation-boosting efforts—shifted work patterns toward greater standardization. This indicates that SOP compliance is not solely a matter of regulation; it also requires mechanisms to reinforce organizational behavior through supervision, rewards, and a consistent work culture.

Beyond internal organizational aspects, the mentoring program also improved the quality of interactions between couriers and customers. Service communication training helped couriers understand that delivery services involve more than distribution speed; they also encompass the customer's experience throughout the service process. Improvements in communication skills, friendliness, and responsiveness indicate that the program successfully broadened employees' perspectives on service quality. Consequently, these changes not only enhanced operational effectiveness but also hold the potential to strengthen customer trust and satisfaction regarding Cak Ed Delivery's local services.

Overall, this community partnership program (PKM) shows that a mentoring model focused on SOP reinforcement and human resource capacity building is an effective strategy for MSMEs in the delivery service sector. This program shows that improving operational performance cannot be achieved solely by formulating work rules; it requires continuous organizational learning processes. Integrating procedural standardization, competency enhancement, evaluation systems, and work motivation fosters more stable organizational change. Consequently, this mentoring model can be applied to other service-oriented MSMEs facing similar challenges in enhancing workforce professionalism and service quality.

SOP Evaluation and Performance Improvement Strategies

The mentoring analysis results indicate that implementing SOPs at Cak Ed Delivery still faces several obstacles at both the individual and organizational system levels. These issues stem not only from a lack of employee adherence to work procedures but are also influenced by limitations in human resource management mechanisms. To provide a more systematic overview, the inhibiting factors and improvement strategies implemented during the Community Partnership Program (PKM) activities are presented in Table 2.

Table 2. Inhibiting Factors for SOP Implementation and Improvement Strategies

No	Inhibiting Factors	Observed Conditions	Improvement strategies through mentoring:	Results Achieved
1	Low level of courier work discipline	Some couriers lack consistency regarding the punctuality of order pickups and deliveries, the use of required work attire, and the reporting of operational activities.	Drafting clearer work rules, strengthening Standard Operating Procedures (SOPs), monitoring activities, and implementing reward and performance evaluation systems.	Couriers demonstrated improved discipline, responsibility, and adherence to established work standards.
2	Limited communication and service skills	Customer interactions remain focused primarily on transaction completion, meaning aspects such as friendliness, responsiveness, and service ethics are not yet optimal.	Training on service communication, work ethics, and customer interaction simulations, alongside direct mentoring during service activities.	Courier communication skills improved, resulting in more responsive, courteous, and professional service.
3	Lack of training and competency development	Couriers' understanding of Standard Operating Procedures (SOPs) is inconsistent due to the absence of a systematic and continuous training program.	Conducting training on SOPs, time management, service standards, and operational problem-solving.	Couriers gained a better understanding of work procedures and were able to apply service standards more consistently.
4	Low work motivation and inadequate evaluation systems	There is a lack of mechanisms for rewards, feedback, and periodic evaluations, resulting in work behavior that is not fully aligned with expectations.	Implementing reward and improvement systems, routine evaluations, and internal communication between management and couriers.	Work motivation increased, and employees developed a greater awareness of the importance of performance quality.
5	Lack of operational management systems	Problem-solving remains reactive and lacks support from processes involving operational data-based evaluation.	Mentoring on the development of monitoring mechanisms, problem identification, and periodic performance evaluation.	Partners improved their ability to manage operational challenges and implement continuous improvements.

Based on the mentoring results in Table 2, the primary factor behind low SOP compliance at Cak Ed Delivery was a limited human resource management system. Before the program, SOPs existed but failed to serve as effective operational control instruments because they lacked dissemination, evaluation, and supervision. This situation shows that SOPs' mere formal existence does not guarantee changes in employee behavior unless an appropriate implementation strategy accompanies them. Consequently, the mentoring program focused not only on refining procedures but also on fostering a work culture that supports compliance.

Discipline emerged as a dominant issue during the mentoring process. Initial observations revealed that some couriers relied on personal habits, leading to inconsistent punctuality, order readiness, and work reporting. Improvement efforts

included developing simpler work rules, holding regular briefings, and implementing reward and evaluation mechanisms. Implementation results showed a shift toward more structured work behavior; couriers began to understand that discipline is not merely an administrative obligation but a crucial component of service quality and customer satisfaction.

In addition to discipline, limited communication skills were identified as a factor affecting service quality. In the delivery sector, interactions between couriers and customers are the primary touchpoint shaping perceptions of service quality. Therefore, service communication training became a key strategy in this community service initiative. Mentoring results indicated that couriers began employing more polite, responsive, and professional communication when interacting with customers. These changes show that stronger interpersonal skills play a vital role in building a positive business image and boosting public trust in local services.

Another area of concern was the low frequency of employee training and competency development. Before the activity, courier skill development relied on individual experience rather than a structured learning system. Mentoring included training on standard operating procedures (SOPs), service ethics, time management, and how to resolve operational challenges. The results indicate that employees accept direct, contextual learning more readily because it relates directly to their work activities.

Overall, the implemented improvement strategies show that enhancing SOP compliance requires an integrative approach. Refining work procedures must go hand in hand with competency development, stronger motivation, and a consistent evaluation system. This Community Partnership Program (PKM) shows that service-oriented MSMEs with limited resources can still improve operational professionalism with guidance tailored to their specific needs. The initiative's success is evident not only in improved courier capabilities but also in the organization's enhanced capacity to manage services more systematically and sustainably.

Discussion

The results of the Community Partnership Program (PKM) indicate that strengthening the implementation of Standard Operating Procedures (SOPs) enhances work compliance and operational quality at Cak Ed Delivery. These findings align with research by Aulia (2025) and Titu & Pop (2025), which explains that SOPs serve as organizational control instruments by standardizing work activities, reducing operational errors, and increasing service consistency. However, this assistance program's results offer an additional perspective: SOP success depends not only on the quality of the procedural documents but also on the organization's ability to internalize these rules among employees. Unlike some previous studies that emphasized drafting SOPs, this activity shows that the implementation process—training, communication, and evaluation—is crucial to turning formal procedures into effective work practices.

The shift in courier compliance levels following the assistance program reinforces the findings of Pisriwati et al. (2024) and Pradhan (2026), who stated that employee compliance with organizational procedures is influenced by understanding, motivation, and supervision systems. In the context of Cak Ed Delivery, the initial obstacles stemmed not from a lack of work rules, but from a limited understanding of the SOP's function as a guide for improving service quality. Interventions involving procedural simplification, regular briefings, and performance monitoring successfully narrowed the gap between

established standards and actual employee behavior. These findings suggest that SOP implementation in service-oriented MSMEs should be understood as a process of organizational behavioral change rather than merely an administrative mechanism. This perspective broadens the scope of operations management studies, which have traditionally focused more heavily on procedural structures.

The improvement in service communication competence observed in this activity also aligns with Maryam's (2025) research, which indicates that training and stronger operations management improve MSMEs' service quality. However, the results of this PKM activity reveal that improving service quality in the delivery sector has unique characteristics because it relies heavily on direct interaction between couriers and customers. Technical delivery capabilities alone are insufficient to generate customer satisfaction without accompanying interpersonal communication skills. This study contributes by integrating operational aspects and service behaviors into a single mentoring model. Practically, this approach suggests that service-oriented MSMEs need to develop employee capacity holistically, encompassing technical skills, communication, and professional ethics.

Findings regarding improved work discipline following the implementation of evaluation and motivation systems align with research by Budiono (2024), which links leadership, training, and job satisfaction to enhanced employee performance. However, this study reveals that in MSME environments with simple organizational structures, motivational mechanisms do not always require complex formal systems. Providing rewards, offering direct feedback, and involving business owners in evaluations can effectively drive changes in work behavior. Theoretically, this implies that human resource management concepts for MSMEs must account for the characteristics of small organizations, which are typically more flexible and grounded in interpersonal relationships. Practically, these results offer a reference for MSME operators seeking to build a work culture through simple yet consistent approaches.

From an organizational development perspective, the mentoring outcomes demonstrate that performance improvements stem not only from individual changes but also from the organization's ability to create work systems that foster sustainability. These findings reinforce Poljašević et al.'s (2025) research, which emphasizes the importance of human resource capacity building in enhancing organizational accountability and effectiveness. This study differs from previous research by focusing on the operational-level transformation process through direct partner involvement. A participatory approach enables the design of solutions that better align with the organization's actual needs by accounting for employees' experiences and challenges. In practice, locally tailored mentoring programs can help MSMEs navigate resource constraints and intensifying service competition.

Overall, the results of this Community Partnership Program (PKM) show that integrating reinforced Standard Operating Procedures (SOPs), competency enhancement, and a stronger work culture can drive positive change in MSME service delivery. These findings enrich the literature by showing that SOPs serve not merely as tools for operational control but also as means to shape organizational behavior and improve service quality. The primary contribution of this initiative is a mentoring model that links operational management with human resource development in local MSMEs. Theoretically, this study reinforces the view that a work system's effectiveness is shaped by interactions among procedures, individuals, and the organizational environment. Practically, other service businesses can replicate this model to sustainably enhance workforce professionalism, operational efficiency, and business competitiveness.

CONCLUSION

This community service initiative shows that guiding the implementation of Standard Operating Procedures (SOPs)—along with training, monitoring, and efforts to boost work motivation—can improve employee compliance, operational discipline, and service quality at Cak Ed Delivery. Key findings indicate that SOPs serve not merely as administrative guidelines but as instruments for organizational development that can foster professional work behavior, provided there is adequate human resource readiness. Theoretically, this study reinforces the understanding that SOP effectiveness is shaped by the interplay between work systems, individual competencies, and organizational culture; practically, it offers a guidance model that service-oriented MSMEs can adopt to improve service consistency and business competitiveness. The study recommends that partners and other MSMEs conduct periodic SOP evaluations, provide ongoing training, and establish performance-based reward systems. Future research or community service activities should expand the scope of partners, employ quantitative measures for productivity and customer satisfaction, and evaluate the long-term sustainability of the guidance provided.

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CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest related to the research, authorship, or publication of this article

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

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