

## **Making Offline and Online Work Procedures for Vision Glasses Optical Store in Surabaya**

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### **ABSTRACT**

Vision Glasses is a Surabaya-based eyewear shop selling high-quality, affordable glasses, lenses, and eyewear accessories. This thesis intends to discuss the existing managerial issue in Vision Glasses, namely work performance. This research employs theory of constraints and the theory of work procedure by Boutros & Purdie. After collecting the data from the owner and employees of Vision Glasses, the writer discovers that Vision Glasses needs to apply a work procedure which contains rules or guidelines such as the policy, customer-service ethics, and division instructions for the employees and as a guideline for the company to discipline the employees or deal with internal conflict.

**Keywords:** Vision Glasses; optic; management; work performance; work procedures

### **INTRODUCTION**

Vision Glasses is an optometry business located in West Surabaya, owned by Patricia Immanuela Ongko, and established in 2019. As a retail business, Vision Glasses sells not only glasses and lenses but also eyewear accessories with the best quality and models at an affordable price. Another thing is Vision Glasses also provides eye check-ups, where the customers can do eye health checks to know the condition of their eyes, and for the facet of the eyewear, Vision Glasses will do the lens shaping for free. Vision Glasses can be considered a start-up business since the owner started her business through social media and then developed her store into an offline store. This year, 2022, is its third year. At first, Vision Glasses sold its products through social media such as Instagram, Facebook Page, WhatsApp, and an e-commerce site like Shopee. After that, Vision Glasses started to grow its business and opened its first offline store at Taman Pondok Indah AY no. 4, Wiyung, Surabaya, in 2020, and its second offline store in Pakuwon Trade Center.

Vision Glasses' main problem is management, especially employee work performance. Based on the writer's conversation with the owner of Vision Glasses through call and WhatsApp chat, the owners shared their thoughts about what recently happened, which affected company performance. An example of an incident where one of the employees suddenly did not come to work and could not be contacted. When the employee was gone, an order needed to be sent, but the employee neglected their responsibility. Another example of an incident where the employee did not provide the correct shipping details was the one that was directly from Shopee but used different shipping details instead, which is incompatible with the packing and shipping process currently running on Vision Glasses. These two incidents show that the employees lack discipline that affected the employees work performance. This happens because Vision Glasses does not have any written guidelines or rules such as a work procedure. This is why work procedure is much needed for Vision Glasses to help the company to fix the problem.

The project intends to help Vision Glasses in designing suitable work procedures. As a result of the fact that work procedures may be used as a legal guideline, in addition to including

information on work barriers and discipline benchmarks, this can, in turn, assist in improving the performance of both currently employed individuals and new employees.

The solution that Vision Glasses should take to solve the employee work performance issue is by making work procedures. The content of the work procedures themselves will be about the policy (workday and work time policy, break and mealtime policies, mobile phone policy, dress code policy, and hygiene), customer ethics (greetings, replying chat policy), and instruction for each job division (packing and delivery, lens order, finance, and facet). The work procedures will be written in both Bahasa Indonesia and English, it will later be both printed and can be accessed digitally. The purpose of having it printed and digital is so that the printed one can be put in the offline stores to be read by the employees as a reminder, while the digital one can be accessed anywhere and anytime by the owner and the employees.

There are a few benefits that Vision Glasses get from the solution to make work procedures. The first benefit is that the creation of work procedures can be the written rules to be followed by the employees and can be a reference or evidence if the company wants to reprimand or have problems with employees. Second, work procedures will not only reduce errors but also improve employee work performance because they are useful for helping employees to understand their roles and tasks. The last benefit of having work procedures is that since employee turnover can occur, it can help the new employee understand and carry out their work following what is written in the work procedure. As a result, the new and old employees will give the same services with the same quality and standard. This can help the company achieve the targets set since the work procedures contain guidelines on how to increase the employee's work performance.

In making work procedures for this project, it is important to understand the concepts and theories related to it, from general ones to specific ones. The theories will support the writer in creating or producing work procedures appropriate and desired by Vision Glasses.

## **Management**

“Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims” (Koontz & Weihrich, 2012, p. 3). This statement means that the use of management is to help maintain the work in the company to reach the goal that the company has set. Not only that, but management is also a discipline, and it also includes the study of the procedures and guidelines that are required for official administrative activities and the code of conduct that the managers must follow in carrying out their duties (Kukreja, 2020).

The proper elements are chosen for the management system's designated function to be suitable. Effectiveness is one of the management's abilities to accomplish its main goal. In managing a company's management, there is an evaluation of the management system, also known as a management review, which aims to confirm its viability, sufficiency, and effectiveness. It reviews policies and goals for areas where the system could be used better and needed changes. (Silva, 2021). There are many different approaches a manager can take to oversee the operations or management of an organization. In management, there is constraint management, frequently known as the theory of constraint. Where this theory's purpose is to maximize a company's potential and to maximize potential, it is necessary to have a work procedure.

### Theory of Constraints

The theory of constraints is aimed at identifying and omitting limitations. The term "limitation" here refers to anything that stands in the way of making progress toward achieving a particular goal. However, if this is a one-of-a-kind obstacle that it can overcome, it can help a company move closer to achieving its goal. The theory of constraints' central process eliminates the barriers (the limitation) that prevent the work from collaborating to produce an integrated whole. In the theory of constraint, three fundamental questions are useful to facilitate or support progress improvement or improvement of a company's goal:

1. What aspects need to be modified? (What is to change?)
2. What should it replace with instead? (What to change to?)
3. What are some ways that we can adjust it? (How to cause the change?) (TOC Institute, 2021).

The theory of constraints provides a company with a solution that refers to any individual or group problem as a management problem. The theory of constraints organized the thought processes to respond to the three questions below,

1. What aspects need to be modified? (What is to change?)

According to the theory of constraints, a restriction acts as a barrier that prevents the system from operating at its full potential. This step is when the company determines the issue or problem that happened. To answer, the company must utilize data, feelings, and intuition to uncover the underlying cause or restriction causing the system to be in its current state. (Nagarkatee & Oley, 2018).

2. What should it replace with instead? (What to change to?)

In this stage, when the company has located the limitation, it will then make use of further techniques that are powerful enough to produce an incontestable solution that steers clear of any unforeseen or undesired outcomes. The tools allow it to envisage what we want the system to be in the future by identifying the strategic objectives we want to achieve and the consequences we want to see (Nagarkatee & Oley, 2018).

3. What are some ways that we can adjust it? (How to cause the change?)

For this stage, the company will discuss the strategies involved in solving the problem based on limitations. Where the application of the theory of constraints will enable it to determine methodically what obstacles stand between the existing reality and the reality that is desired, explain why those obstacles exist, define the steps that will overcome the obstacles, define the order in which those steps should be taken, and recognize when the plan that will be making changes (Nagarkatee & Oley, 2018).

In the theory of constraints, the most commonly used type of restriction is a policy restriction, which typically serves as the foundation for other types of limitations. For instance, a constraint like attendance may force less competent individuals to assume the responsibilities of absent employees. There are times when restrictions take the form of a person in the case of assigning a single exceptionally gifted person capable of managing tasks that a specialized department would be better suited to handle (Eby, 2021).

The explanation of the ideas of the theory of constraint itself can direct the company to find answers to what needs to be done to prevent something unwanted from happening. To

prevent this, the company needs a plan, such as if it wants to prevent problems that arise in specific locations, such as in its management, then the work procedure is made.

### **Work Procedure**

Work procedure is defined as a set of written procedures explaining the actions that must be taken to carry out the activities outlined in a process known as a procedure. They provide documentation of how actions should be carried out to support quality and consistency and facilitate consistent adherence to organizational standards. They are often recorded in a step-by-step format, documenting in detail each activity that occurs inside a process. They define how the work is completed and are typically used to ensure compliance. The procedures include explicit information regarding who is responsible for an activity (the job within a department), what steps are carried out, when those steps are carried out, and how those steps are carried out, including any applicable standards. Work procedures give the employee the information required to successfully perform their tasks and define the consistently occurring work processes to be carried out or followed. Many firms use procedures to help prevent errors, assist with staff training, or serve as a point of reference to ensure that the job being done is consistent. The usage of procedures within an organization can assist reduce the amount of variation that occurs and contribute to quality assurance by ensuring that actions are carried out consistently. The term "procedure" might apply to a Work Instruction, an easy-to-use reference book, or a comprehensive document called a work procedure (Boutros & Purdie, 2014).

### **Policy**

“Policies are basic principles and/or guidelines formulated in order to direct and limit actions in pursuit of an organization’s Strategic Goals.”(Boutros & Purdie, 2014, n.p.) This is meant that policies affect the choices and activities within an organization and control the implementation of the company's operations. Sometimes policies are called "administrative directives.". A policy can be in the form of laws, guidelines, strategic goals, and corporate regulations. It includes the official direction required to organize and carry out the organization's activities. If it is correctly implemented, the policies can help ensure that the design of processes satisfies the organization's requirements.

Procedures are required to reflect the business rules contained in relevant Policies. The policies lay forth a particular principle and its classification, specify who is responsible for its implementation, and explain why it is necessary. A basic policy The most typical method for describing a policy is through a document. Policies are at a higher level of detail than processes and procedures, and they contain guiding principles or guidelines meant to impact the decisions and activities carried out on those two levels. All these things are inextricably intertwined, and depending on the company's requirements, some or all of them may be necessary to carry out the day-to-day tasks or the process improvement efforts. Everyone working for an organization that uses a variety of processes and procedures will be able to make the connection between what they are doing and the reasons why they are needed to accomplish what they are doing in a particular manner, provided appropriate policies are in place (Boutros & Purdie, 2014).

### **Customer-Service Ethics**

According to Oliverio, M. E., Pasewark, W. R., and White, B. R., workers may deal with internal or external customers. The workers should strive to give good service to all customers. The following strategies will help the company to achieve its goal:

- Show the customers respect. Give the customers attention and consider their needs and worries.
- Demonstrate empathy. When interacting with customers who are furious or concerned.

- Request customer feedback. There may be a problem to address or an obstacle to overcome when working with customers. Request the customer's input on how to tackle the situation.
- Develop strong relationships with customers. Provide consistent quality service to the customers.
- Accept responsibility for any errors or omissions made by the employee or the company.
- Apologize for the error and then proceed to find a solution.
- Provide the customers with comprehensive information while discussing a problem. Do not presume that the customers possess the same information as the employee.
- Maintain a cheerful outlook, especially amid trying circumstances. Be nice and polite at all times.

### **Division Instructions**

An organization or company uses operating guidelines to properly instruct employees on using Facilities, Equipment, and Technology (FET). An operational guideline is nothing more than a set of written instructions that spells out what users of a specific piece of FET should and should not do. The FET's original equipment manufacturers (OEMs) typically give operating instructions (OEM). Operating principles are distinct from work process procedures (Salvo & Holland, 2012). Here is an example of operating guidelines for simple equipment and the work procedures that use that equipment in work areas,

The copier in our office had the following operating guidelines attached to the top of the machine:

1. Do not replenish toner before the "Add Toner" lamp flashes
2. When replenishing toner, add only one cartridge of toner.

Meanwhile, we had several work procedures that involved the use of that copier:

1. Take the original of your Expense Form 3440 to the department's Ricoh copier
2. Enter your department's copier code first (to get a code, contact Wayne at extension 2880)
3. Make three copies of the Expense Form 3440 and return the copies to the admin desk (Salvo & Holland 2012, n. p.)

### **METHOD**

The data collected for the creative thesis is about the information related to what the writer will need to make a work procedure for Vision Glasses. The writers collect the data using the interview method to achieve the goal where the writer can gather the data from the respondent. Any general and detailed information through the process of getting the data is essential for the continuation of this creative thesis.

For this project, the respondents were the owner of Vision Glasses and the employees. In total, there were five respondents. The selected respondents made the data collection process become more effective and accurate because the respondents were in direct contact with Vision Glasses, those who knew the ins and outs of Vision Glasses and what was needed. Out of five respondents, three of them were employees of Vision Glasses. One of the employees worked at

Vision Glasses for two years, and the other two worked at Vision Glasses for three months. Choosing the oldest employee had its benefit since the employee knew mostly how the journey of Vision Glasses from the beginning until now. Likewise, selecting a new employee also had its benefits. Apart from the different points of view of old and new employees, other possibilities could be obtained from new employees, namely what they thought and felt while working at Vision Glasses. This could help collect existing data and hold discussions with the owner of Vision Glasses.

The method to collect the data was done by interviewing. The respondents were the owner of Vision Glasses and the employees. In total, there were five respondents. The owner of Vision Glasses was interviewed in a Mixed or Depth Interview, also known as Semi-structured. Mixed or depth interviews are a combination of both structured and unstructured interview styles. With this method, the interviewee could express themselves, yet planned questions for the interviews with a base for analyzing the respondents (Singh, 2014). Mixed or depth interviews could help the interview process to be more secure and objective while providing a more personalized and impromptu approach, allowing the interviewer to get more information. Later, there would be around two lists of questions, each of which would contain five. One list for the owner of Vision Glasses, and one more list of questions for the employee of Vision Glasses. The interview questions were distinguished because some of the questions given to the owner and employee were different. There were ten questions in total, five questions for the owner and other five questions for the employees. The interview questions were in Bahasa Indonesia instead of English because the owner and the employee's mother tongues are Bahasa Indonesia, so later, the interview question would be easier for both the owner and the employees.

The first step was to write down the questions asked to the respondents. Preparing the interview question beforehand is part of the semi-structured interview. This was also important because it could simplify the interview process later. Preparing interview questions carefully before an interview was very important, so it would be easy to get the answers needed for a creative thesis. There would be two different lists of interview questions for the owner and employees.

The second step was contacting the respondents. The respondents who would be interviewed were the owner and the employees. It was important to ask permission from the owner of Vision Glasses first before interviewing the three employees who work at Vision Glasses. To contact the respondent was to find out the respondent's availability to conduct the interview and discuss where the interview will be held.

After contacting the respondents, the next step was to conduct the interviews with them. The interview itself applied the semi-structured type of interview. The interviews were done online and offline. The online interview is run through the Google Meet platform and the offline interview done in the Vision Glasses store in Pakuwon Trade Center. The questions list will later be used in this step, with additional questions following on how the interview is going. For one respondent it took around 10 minutes to finish the interview.

The last step after finishing the interview was transcribing the results of the interviews. This process is important to help the process of analysing the data which has been obtained. This process also made writing a creative thesis easier.

## FINDING AND DISCUSSION

After the writer interviews the owner and the employee of Vision Glasses, the writer analyzes the answer and concludes them all into one piece. According to the analysis that the writer got from the interview, it can be decided that Vision Glasses should solve the issue by making work procedures.

Having a work procedure as the solution is the perfect way to solve the issue that Vision Glasses are facing and need to handle. Since the work procedure is a written rule that the employees will read and follow, it will later become a reference or evidence if the company wants to reprimand or have problems with employees just like what Boutros & Purdie (2014) stated. The work procedure's purpose is to not only reduce errors but also improve employee work performance because they are useful for helping employees understand their roles and tasks but also to constraint the unwanted things to happen based on Nagarkatee & Oley (2018) stated about the theory of constraint.

As a result of the analysis, the writer can make the work procedure suitable and needed for Vision Glasses. The work procedures were written in both Bahasa Indonesia and English and both were printed and could be accessed digitally. The purpose of having it printed and digital was so that the printed one could be put in the offline stores to be read by the employees as a reminder. In contrast, the owner and the employees could access the digital one anywhere and anytime, and the company would be able to make changes in the work procedure file in the future. On the first page, there would be a cover, and on the next page, there was an explanation of the purpose, scope, and responsibility of the work procedure, and then the next page will continue discussing the content. As for the content of the work procedures themselves were about

- The policy (Workday and work time policy, break and mealtime policies, mobile phone policy, dress code policy, and hygiene)
- Customer ethics (greetings, replying chat policy)
- Division Instruction (packing and delivery, inventory-lens order, finance, and facet).

At each point of the content, there was a short explanation, and then the work procedure would break down into it,

1. Instructions

This part was for giving instructions to the employees of what they need to do and follow.

2. Units involved

This part was filled with those involved with the procedures, such as the facet team, finance, all employees, and more.

3. Violation

That is why there was a consequence to constraining unwanted things from happening. The work procedure for Vision Glasses also included the explanation of the new point system that would be worked as a consequence if the employee did not follow the instruction inside the work procedure that has been made and approved by the owner of Vision Glasses.

## CONCLUSION

In conclusion, the writer has made the work procedures to deal with the problem that happens due to the absence of a work procedure that affects the work performance of Vision Glasses employees' work and the management of Vision Glasses itself. This is the best solution to solve the issue that Vision Glasses is currently facing. Having the work procedures to be printed and digitally is to make it easier for the employees and also the company to access it in digital forms, and the file later can be saved through cloud storage which means it will always have a backup if it accidentally gets deleted from the employee's phone, or mail. Making it digital also can help the company to share the work procedures more easily instead of explaining them one by one. While the use of having the work procedures printed is to give the employees access to read it in the store, as a reminder if they forgot about the rules or procedures they must follow. The other benefits that Vision Glasses could get from having work procedures. The first benefit is that the creation of work procedures can be the written rules to be followed by the employees and can be a reference or evidence if the company wants to reprimand or have problems with employees. Second, work procedures will not only reduce errors but also improve employee work performance because they are useful for helping employees to understand their roles and tasks. The last benefit of having work procedures is that since employee turnover can occur, it can help the new employee understand and carry out their work following what is written in the work procedure. So the new and old employees will give the same services with the same quality and standard. This can help the company achieve its targets since the work procedures contain guidelines for increasing employee work performance. To make the perfect and suitable work procedure for Vision Glasses, the data will be collected through interviews with the owner and employees of Vision Glasses. The data collected for the creative thesis is about the information related to what the writer will need to make a work procedure for Vision Glasses. Collecting the data itself is to justify what kind of work system is being run or used at Vision Glasses. The content of the work procedures themselves will be about the policy (workday and work time policy, break and mealtime policies, mobile phone policy, dress code policy, and hygiene), customer interaction (greetings, replying chat policy), and instruction for each job division (packing and delivery, lens order, finance, and facet) which later will be written according to the data and information from the interviews.

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