

Effect of Application of Standard Operating Procedures on Employee Performance at PT. Mantap Sukses Cemerlang Medan

Juliana

Program Studi Manajemen, Sekolah Tinggi Ilmu Ekonomi LMII,
Jalan Kolam Nomor 39 Medan Estate, Sumatera Utara, 20371,
Indonesia

E-mail: julianaterjun@gmail.com

ARTICLE INFO

Article history:
Received: 2018-11-28
Revised: 2018-12-28
Accepted: 2018-12-30

Keywords:

Implementation of Standard
Operating Procedures, Employee
Performance

ABSTRACT

This study aims to determine and analyze the effect of partial SOP (Standard Operating Procedure) implementation and its influence simultaneously on employee performance. This study was shown to determine the effect of the adoption of operational standard procedures on employee performance at PT. Mantap Sukses Cemerlang Medan. The application of SOP as an independent variable and employee performance as the dependent variable. The population in this study were all employees at PT. Mantap Sukses Cemerlang with a sample of 60 respondents. Data were collected using a questionnaire so the authors used saturated sampling by distributing the questionnaire directly. Then the data obtained and analyzed using the multiple linear regression equation is obtained by the equation $Y = 12.812 + 0.466X_1 + 0.159X_2$. This analysis includes a t test in the effect of the application of SOP on employee performance is 3,693 with Sig 0,000 and t test in the effect of product quality on purchasing decisions is 1,243 with Sig 0,001, R-Square of 0,456, f test of 7,477 with Sig 0,001.

Copyright © 2019 Journal of Management Science (JMAS).
All rights reserved.

1. Introduction

Tight business competition requires companies to have good management. Management is a process in which the implementation of a particular goal is held and supervised. Management is said to be a process relating to human efforts to through the help of other humans through effective and efficient ways to achieve predetermined goals. The management process will be more optimal if the functions in the management run well, related to management as quoted in the basics of management including planning (planning), organizing (organizing), implementation (actuating) and supervision (controlling). These four functions are at the core of the management process.

Planning is the determination of a series of actions to achieve a desired result, standard operating procedures (SOP) are part of the planning that is being carried out and used to provide guidance for tasks that are carried out repeatedly in an organization. Supervision can be interpreted as a process to implement what work has been done, assess it, and if necessary correct with the intention that the implementation of the work in accordance with the original plan.

The existence of an SOP and discipline will affect employee performance in the face of business competition. Performance is a universal concept which is the operational effectiveness of a company, for the company and for employees based on predetermined standards and criteria. To create optimal performance, the company has provided a design in the form of SOPs that aim to make it easier for employees to carry out their activities, and minimize errors in carrying out their duties. In order to provide high cooperation results both in quality and quantity in order to carry out the work, then the disciplinary function has a role in achieving the company's goals.

The performance of an employee is very important for the company, especially at PT. Mantap Sukses Cemerlang, which is engaged in services, has a great influence on the company. Where at PT. Mantap Sukses Cemerlang was not optimal in facing business competition, because this employee often

left not in accordance with the SOP set by the company, and the rest hours that had been set were never carried out as they should.

2. Theory

A. Definition of Standard Operating Procedure (SOP)

Understanding Standard Operating Procedure (SOP) can have different meanings for each person, depending on the criteria and context. The following is the definition of Standard Operating Procedure (SOP) according to Ekotama (2015: 41), Joko Dwi Santoso in Purnamasari (2015: 10) states that SOP has three descriptions namely standard, operating, and procedure.

B. Objectives and Functions of Standard Operating Procedure (SOP)

The purpose of making Standard Operating Procedure (SOP) according to Ekotama (2015: 42) is to simplify our work so that it only focuses on the core, but is fast and precise. In this way, profits are easily achieved, waste is minimized, and financial leakages can be prevented.

C. Staging of SOP

According Atmoko (2009: 2), an important stage in the preparation of SOPs is to analyze systems and work procedures, analyze tasks and analyze work procedures.

1. System Analysis and Work Procedure
2. Task Analysis
 - Task analysis
 - Job description
 - Job specifications
 - Rating tasks
 - Work measurement and work standard setting
3. Work Procedure Analysis

D. Conceptual Framework

Conceptual framework is a relationship or relationship between one concept with another concept of the problem under study. The SOP implementation variable can affect the Discipline variable. To find out the effect of applying SOP on Discipline, a thinker framework was made as follows:

based on the theories put forward, the conceptual framework in this study has a positive and significant correlation value to employee performance variables.

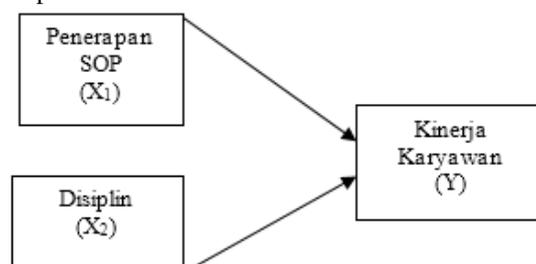


Fig. 1 Conceptual Framework

3. Research Method

A. Types and Sources of Data

To obtain the data and information needed, it is used for data collection as follows:

1. Secondary Data
Namely collecting data needed from company documents and literature relevant to research in the form of the history of PT. Mantap Sukses Cemerlang Medan, organizational structure, and job description.
2. Primary Data
Data obtained from respondents' answers to a series of questions asked specifically related to the application of standard operating procedures and discipline to employee performance.

B. Data Collection Techniques

1. Observation
Namely by directly observing the spaciousness of what is happening in the field.
2. Question List (questionnaire)
Data collection techniques are carried out by providing a number of lists of questions or written statements to respondents to answer them. Then the answer to each question is determined by using a Likert scale by providing 5 (five) alternative respondents' answers. Through this questionnaire, researchers will obtain the data needed for the purposes of assessment.
3. Interview
Is a type of data collection where researchers ask questions verbally to get information.
4. Literature
Data collection is obtained by obtaining from other sources such as supporting books, internet sites, and journals which become supporting reference material for researchers.

C. Data Analysis Techniques

Techniques of analyzing data by calculating the numbers and then drawing conclusions from testing of the data, using the help of the SPSS (Statistical Product and Service Solutions) version 18.00 program.

D. Definition of Variable Operations

The operational definition is used to find out how a variable can be seen and measured to determine the merits of a variable.

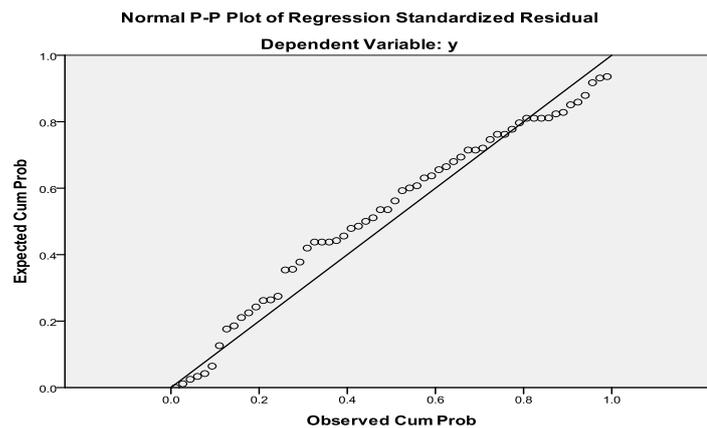
Table 1 Definition of Operational Variables

Variabel	Definisi	Indikator	Skala
Penerapan SOP (X ₁)	prosedur kerja yang dibuat secara detail dan terperinci bagi semua karyawan untuk melaksanakan pekerjaan dengan sebaik-baiknya sesuai dengan misi, visi, dan tujuan suatu lembaga, instansi, atau lembaga.	<ol style="list-style-type: none"> 1. Administratif 2. Prosedural sesuai tata kerja 3. Prosedur kerja 4. Sistem kerja pada unit kerja yang bersangkutan 	Likert
Disiplin (X ₂)	Disiplin kerja adalah kesadaran dan kerelaan seseorang dalam menaati semua peraturan perusahaan dan norma-norma sosial yang berlaku.	<ol style="list-style-type: none"> 1. Taat terhadap aturan waktu 2. Taat terhadap peraturan perusahaan 3. Taat terhadap aturan perilaku dalam pekerjaan 4. Taat terhadap peraturan lainnya dalam perusahaan 	Likert
Kinerja Karyawan (Y)	Kinerja adalah penampilan, hasil karya personil baik kualitas, maupun kuantitas penampilan individu maupun kelompok kerja personil, penampilan hasil karya tidak terbatas kepada personil yang memegang jabatan fungsional maupun struktural tetapi juga kepada keseluruhan jajaran personil di dalam organisasi.	<ol style="list-style-type: none"> 1. Kualitas Kerja 2. Kuantitas Kerja 3. Tanggung jawab 4. Kerja sama 5. inisiatif 	Likert

4. Results And Discussion**A. Classical Assumption Test Analysis**

1. Data Normality Test

Data Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution.



2. Multicollinearity Test

Multicollinearity testing aims to determine the perfect relationship between independent variables in the regression model. Symptoms of multicollinearity can be seen from the value of tolerance and the value of Variant Inflation Factor (VIF). If the VIF value is less than 10 and the tolerance value is above 0.1 or 10%, it can be concluded that the regression model does not occur multicollinearity.

From the table shows that the VIF value of all independent variables in this study is smaller than 10 while the tolerance value of all independent variables is more than 10% which means there is no correlation between the independent variables whose values are more than 90%, thus it can be concluded that there are no symptoms multicollinearity between independent variables in the regression model.

3. Heterokedasticity Test

This test aims to test whether in a regression model there is an unequal variance in residuals, from one observation to another. If the variance of the residuals from one observation to another is fixed, then it is called homoscedasticity and if the variance is different, it is called heterokedasticity. A good regression model does not occur heterokedastisitas. To detect the presence or absence of heterokedasticity, the Scatterplot graph method can be generated from the output of the SPSS version 18 program, if the picture shows that the points spread randomly and spread either above or below the number 0 on the Y axis, then this can be concluded heterokedasticity occurs in the regression model.

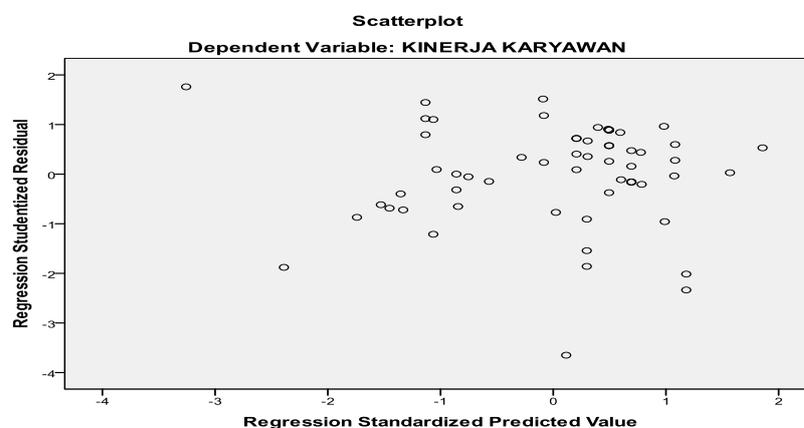


Figure 2

From the graph we see points that spread randomly, do not form a specific clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there is no distortion of the classical assumption of heterokedasticity in the regression model made, in other words accepting the hypothesis of homoscedasticity.

4. Hypothesis Test (t Test)

T test in this study was conducted to determine whether there is a significant effect of the SOP (X1), Discipline (X2) variable on employee performance (Y). The T test was carried out with the following hypotheses:

- a. $H_0: b_1 = 0$ This means that there is no significant effect between the SOP (X1) and Discipline (X2) variables on employee performance (Y)
- b. $H_a: b_1 \neq 0$ This means that there is a significant influence between the variables of the Implementation of SOP (X1) and Discipline (X2) on employee performance (Y)
- c. The t-test used was a one-way test with $\alpha = 0, 05$.
- d. Then the table at the 95% confidence level (significance of 5% or 0.05 and the degree of freedom $df-2 = 60-2 = 58$ is 1.672
- e. H_0 is rejected if $t_{count} < t_{table}$ and H_a are accepted if $t_{count} > t_{table}$.
- f. The t test output can be seen in Table 4.35 showing that the t-value of the SOP Implementation variable is 3.693 while the t-table is 1.672. This means that $t_{count} > t_{table}$ is $3.693 > 1.672$ and the significance value (sig) is $0.000 < 0, 05$.
- g. The t test output can be seen in Table 4.35 showing that the t-value of the Discipline variable is 1.243 while the t-table is 1.672. This means that $t_{count} > t_{table}$ is $1.243 < 1.672$ and the significance value (sig) $0.001 < 0, 05$.

Then it can be concluded that H_0 is rejected and H_a is accepted, which means the application of SOP and Discipline by t test (partial test) has a significant effect on Employee Performance at PT. Great Brilliant Success. This is because the majority of respondents stated that the implementation of SOP and Discipline can improve employee performance. In other words the majority of respondents said that the application of SOP and Discipline had a positive and significant effect on employee performance at PT. Great Brilliant Success.

5. Conclusion

Based on the results of research on the application of standard operational procedures to employee performance, it can be concluded that the hypothesis can be accepted as follows:

- 1) In the Normality Test the data identifies that the regression model has fulfilled the assumptions previously stated, so the data in the regression model in this study tend to be normal.
- 2) Based on this, a significant figure of $0,000 < 0.05$ is obtained, so H_0 is rejected and H_a is accepted with the condition that the value of $t_{count} > t_{table}$ is $3,693 > 1,672$, which means there is a significant influence on SOP's Employee Performance at PT. Steady Success Shining, and also obtained a significant number $0.001 < 0.05$ then H_0 is rejected and H_a is accepted with the condition $t_{count} > t_{table}$, which is $1.243 < 1.672$ meaning that there is no Discipline effect on Employee Performance at PT. Great Brilliant Success.
- 3) Based on testing f shows that the value of f arithmetic (7.477) while f_{table} worth 3,150. This means that $f_{count} > f_{table}$ is $7.477 > 3.150$ and the significance value (sig) $0.001 < 0.05$.
- 4) From an R value of 0.456 is equal to 45.6% which shows that the relationship between the Implementation of SOP and Discipline on Employee Performance at PT. Mantap Sukses Cemerlang has a close relationship. While the R Square Value of 0.208 means 20.8% of Employee Performance can be explained by. The application of SOP and Discipline, while the remaining 79.2% can be explained by other factors not examined in this study.

6. Referensi

- [1] Arikunto, Suharsimi. 2006. *Prosedur Penelitian Suatu Pendekatan Praktik*, Edisi Revisi Ke Enam, Penerbit: PT. Renika Cipta.
- [2] Flipppo, Edwin. P. 2001. *Manajemen Personalia dan Sumber Daya Manusia*. Edisi keenam, Jakarta : Erlangga.
- [3] Handoko, T. Hani. 2008. *Manajemen Personalia dan Sumber Daya Manusia*, Edisi 2, Yogyakarta : BPF
- [4] Hasibuan, Malayu S.P.2000.*Manajemen Sumber Daya Manusia:dasar kunci keberhasilan*.Jakarta: Haji Masagung
- [5] Hasibuan, Malayu S.P.2000.*Manajemen Sumber Daya Manusia:dasar kunci keberhasilan*.Jakarta: Haji Masagung.

- [6] Hasibuan, Malayu S.P (2010). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- [7] Kasma,Juan. 2013. *Standar Operating Procedure (SOP) Perpajakan Perusahaan Jasa*. Jakarta: Alfabeta
- Laksmi, Fuad dan Budiantoro. 2008. *Manajemen Perkantoran Modern*. Jakarta: Penerbit Purnaka
- [8] Malthis, Robert L dan Jackson John H. 2006. *Manajemen Sumber Daya Manusia*, Edisi 10, Jakarta : Salemba Empat Mangkunegara,
- [9] Mangkunegara, Anwar Prabu. 2005. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.
- [10] Moekijat.2008. *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: DFFE
- [11] Mudrajat, Kuncoro, 2003, *Metode Riset Untuk Bisnis dan Ekonomi Bagaimana Meneliti dan Menulis Tesis*, Jakarta: Erlangga
- [12] Panggabean, Mutiara S. 2002. *Manajemen Sumber Daya Manusia*, Bogor : Ghalia Indonesia
- [13] Sadili, Samsudin, 2010. *Manajemen Sumber Daya Manusia*, Penerbit: CV Pustaka Setia
- [14] Sastrohadiwiryo, B.Siswanto. 2002. *Manajemen Tenaga Kerja Indonesia*, Cetakan Pertama, Jakarta : Bumi Aksara
- [15] Sutrisno,Edy.2012. *Manajemen Sumber Daya Manusia.Kencana Prenada Media Group*. Jakarta. Schuler dan Huber, 1993
- [16] Siti Nur Fatoni, *Pengantar Ilmu Ekonomi (Dilengkapi Dasar-Dasar Ekonomi Islam)*, (Bandung: Pustaka Setia, 2014), Hal. 61-63.
- [17] Siagian, Sondang P, 2013. *Manajemen Sumber Daya Manusia*. Edisi I, Jakarta : Bumi Aksara.
- [18] Sugiyono, 2009. *Metode Penelitian Bisnis*, cetakan kedelapan, Bandung : Alfabeta.
- [19] Zimmerer, Thomas W dan Scarborough Norman M, 2004, *Pengantar Kewirausahaan dan Manajemen Bisnis Kecil*. Jakarta: PT. Indeks