

Implementation of Standard Operating Procedures (Sop) on Improving Employee Performance at The Postgraduate Program of Bina Darma University

Dian Annisa¹, Sulaiman Helmi²

Bina Darma University Palembang, Indonesia ^{1,2}

Corresponding: sulaimanhelmi@binadarma.ac.id ²

Received : September 11, 2024

Accepted : October 17, 2024

Published : October 28, 2024

Citation: Annisa, D., & Helmi, S. (2024) Implementation of Standard Operating Procedures (Sop) on Improving Employee Performance at The Postgraduate Program of Bina Darma University. Novatio : Journal of Management Technology and Innovation, 2(4), 216-234. <https://doi.org/10.61978/novatio.v2i4>

ABSTRACT: This study aims to analyze the effect of Standard Operating Procedures (SOP), Standards, Operations, and Procedures on Employee Performance at Bina Darma University Postgraduate Program. The study used a descriptive quantitative method with a Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS). Data were obtained through questionnaires distributed to 53 employees, covering various job levels. The results of the analysis show that Standards, Operations, and Procedures do not have a significant influence on Employee Performance. However, SOPs have a significant and positive influence, indicating that the implementation of well-structured and socialized SOPs can improve employee performance. The findings also identified several obstacles, such as lack of operational efficiency, complex work procedures, and standards that are less relevant to operational needs. This research highlights the importance of SOP optimization in supporting employee performance in the higher education sector. In conclusion, effective implementation of SOPs is a key factor in improving organizational productivity, while other aspects, such as work standards, operations, and procedures require strengthening through better evaluation and management strategies. This research is limited to the context of Bina Darma University, so further studies are recommended to expand the scope of the subject and add other relevant variables.

Keywords: Standard, Operational, Procedure, Standard Operating Procedure, Employee Performance



This is an open access article under the CC-BY 4.0 license

INTRODUCTION

Human Resources is an important asset that can change to determine the long-term success of the business. Human Resources are the prime movers of a company's organization. Human Resources must be managed well, given extra attention, and given their rights. In addition, the company must have human resources who are tested, loyal to the company, and motivated to achieve company goals. Doing good performance and maintaining employee performance is part of maintaining good Human Resources (Zia et al., 2021).

According to (Deni et al., 2023) Human Resources are very important because they are responsible for moving and synergizing other Resources to achieve company goals. Human Resources play an important role in all levels of planning and evaluation, ensuring that their time, effort and abilities are fully optimized. Human Resources is one of the most important assets that contribute to the growth and success of an organization. With rapid and continuous change, organizations need high-achieving people resources so that they can remain productive and responsive to meet organizational needs and development(Simbolon et al., 2021).

In higher education, employees are an important component that cannot be separated from higher education because they play an important role in determining the development of higher education. Employees as high-performing and good Human Resources can help achieve goals and objectives. Employee performance itself is defined as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given(Wahongan et al., 2021)

Improving the quality of employee performance is needed in a planned, directed and sustainable manner in order to improve ability and professionalism at work. The development of employee work quality is to improve employee operational performance in carrying out government tasks. Employee resources are the main assets in higher education which are active actors and planners of every activity in the organization(Nasution, 2019).

Bina Darma University is a higher education institution that is committed to developing high quality Human Resources to help run education and administration well. As one of the higher education institutions based on information technology that aims to become a superior university based on Information Technology. Human Resource Management becomes the main focus to achieve this goal, especially in terms of implementing efficient work policies and procedures. As part of this college, Bina Darma University Postgraduate Program has a strategic responsibility to provide high quality educational services. The main focus of this unit is to ensure the smooth running of academic administration, socialization of standard regulations, and development of cooperation with other institutions.

In addition to Human Resources and the performance of employees, an agency also has rules and procedures to achieve its goals. These rules and procedures are made based on the needs of the agency. These rules and procedures are known as Standard Operating Procedures (SOPs) which are an important tool in managing Human Resources in the Postgraduate Program. Standard Operating Procedures (SOPs) are written documents that contain detailed work rules and procedures. (Azhari, 2023) suggests that the Standard Operating Procedure (SOP) is a guide used to ensure that the operational activities of an organization or company run smoothly(Waris et al., 2020; Wawolangi & Permatasari, 2021). The existence of a standard will simplify the work process, minimize errors, reinforce the workflow, and support organizational activities to run in a controlled, systematic, effective, and consistent manner.

Standard Operating Procedures (SOP) have a very important role in the development process of an organization, the organization will not have a competitive advantage if it does not have

standards(Alqarni et al., 2020). Standard Operating Procedures (SOP) allow all operational activities to run well. With the Standard Operating Procedures (SOP) can help employees understand their duties and responsibilities(Arief & Sunaryo, 2020). That way the agency will get good performance results from the implementation of Standard Operating Procedures (SOPs) that follow the regulations because all operational activities carried out by employees run properly(Sari & Sazly, 2021; Tambunan, 2020).

Bina Darma University Postgraduate Study Program is one of the institutions engaged in education. The postgraduate program has a very strategic role in ensuring the effective and efficient running of the study program. Efforts made by the postgraduate program to improve performance are to create a management task to improve the teaching and learning process, improve the quality of services to students (academic administration, smooth study and socialization of standard regulations / procedures)(Basyirah, 2022). As well as expanding cooperation with other universities / agencies in national and international scope.

Postgraduate programs face many challenges in the field that can hinder their goals, given the current era of globalization that demands workers to be productive. However, within an agency there are often differences of opinion between leaders, staff, and other stakeholders regarding the importance of Standard Operating Procedures (SOPs) and their benefits for improving performance(Chris Taasiringan et al., 2024). This difference of opinion can hinder the implementation of Standard Operating Procedures (SOP) properly(Sakdiah & Syahrani, 2022). Of course, the above problems must be resolved immediately.

This study investigates the importance of Standard Operating Procedures (SOPs) as a tool to improve employee performance(Rahman & Fadillah Nur, 2023; Ramadan, 2023). In higher education, particularly postgraduate programs at Bina Darma University, the implementation of Standard Operating Procedures (SOPs) is essential to ensure efficiency, consistency and quality of academic and administrative operations. However, disagreements between managers, employees and other stakeholders regarding the usefulness and applicability of SOPs often occur, hindering their implementation.

In line with research conducted by (Wahongan et al., 2021)found that work discipline, SOPs, and facilities positively affect employee performance in the health sector can serve as guidelines for improving work efficiency in high-pressure workplaces, such as hospitals. study (Azhari, 2023)shows that standard operating procedures (SOPs) are an important tool for improving organizational culture and increasing collaboration between employees. In addition, research conducted by Eti Yuliana and (Eti Yuliana & Mahrizal Mahrizal, 2023)emphasizes how standard operating procedures (SOPs) can provide a clear structure to improve performance and reduce operational errors.

Although relevant, previous research has only focused on the implementation of SOPs in corporate, manufacturing, and healthcare industries, Most of the previous research has only focused on the direct relationship between SOPs and employee performance, without studying the problems faced in the implementation of SOPs This research lacks discussing the different

context of higher education (Nurhaliza & Winarno, 2023; Pramesti et al., 2023). As a result, this research focuses on how SOPs are implemented in an academic environment, specifically in the Bina Darma University Postgraduate Program (Alysia & Nawawi, 2023).

This research is unique because it looks at how SOPs affect employee performance at Bina Darma University's postgraduate program. In addition, this research also identifies barriers faced when implementing SOPs, such as incomprehension, poor coordination, and differences of opinion between stakeholders.

The purpose of this study is to investigate the implementation of SOPs at Bina Darma University Postgraduate Program. The focus of the research is how standard operating procedures (SOPs) can affect employee performance in higher education institutions. The research also found problems encountered when implementing standard operating procedures (SOPs), including poor understanding, poor coordination, and differences of opinion between stakeholders. Therefore, the purpose of this study is to provide new understanding and relevant practical solutions to improve the effectiveness of standard operating procedures (SOPs) in the education sector. Based on the background description described above, the authors are interested in taking the title **"APPLICATION OF STANDARD OPERATIONAL PROCEDURES (SOP) TO IMPROVE PEWAI PERFORMANCE IN THE PASCASARJANA PROGRAM OF BINA DARMA UNIVERSITY"**.

METHOD

Research Type

In this study, descriptive quantitative research method was used with the aim of measuring and analyzing how Standard Operating Procedures (SOP) affect employee performance at Bina Darma University Postgraduate Program. This research method was chosen because the data collected are numbers that are analyzed statistically to validate the hypothesis that has been made. Quantitative research methods, as stated by (Sugiyono, 2019) namely: "Research methods based on the philosophy of positivism are used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses."

Human resource management in higher education, especially in Bina Darma University Postgraduate Program, involves many elements that need to be measured, such as administrative efficiency, academic service quality, and work procedure efficiency (Irawan, 2020; Maudy et al., 2021). This research can provide a clear picture of how effective standard operating procedures (SOPs) are in supporting employee performance using quantitative methods. Numerical data can be used by stakeholders to make strategic decisions such as improving operational procedures or providing training to employees.

Population and Sample/Informants

Population is the entire research subject that has certain quantities and characteristics according to the provisions determined by the researcher (Sugiyono, 2019). The population in this study are employees working at Bina Darma University who are involved in daily operational activities. The population includes all levels of employees, from administrative staff to management (Mariani, 2022).

The research sample is a subject that is selected according to certain criteria for the research population (Sugiyono, 2019). This study uses a non-probability sampling method, namely purposive sampling in sampling, where all members of the population are sampled.

Research Location

This research was conducted at Bina Darma University, located at Jalan Jenderal Ahma Yani No.3, 9/10 Ulu, Seberang Ulu I, Palembang City South Sumatra. This location was chosen because Bina Darma University Postgraduate Program has a strategic goal to improve IT-based higher education management with a focus on improving administrative and academic services.

Instrumentation or Tools

This study uses a questionnaire instrument or questionnaire distributed to respondents via *google form*. The questionnaire is a data collection method that is carried out by providing statements to respondents with a questionnaire guide (Purnomo, 2022). The assessment uses a measurement scale using a Likert scale with ratings ranging from scale 5 (strongly agree) to scale 1 (strongly disagree). Specifically the items measured in the questionnaire are as follows:

1. Standard Variables

Factors measured include rule socialization, implementation evaluation, and educational standards. The focus is on how these standards are implemented within the organization. The relationship with employee performance is to ensure that work is done efficiently and effectively in accordance with established guidelines.

2. Operational Variables

Evaluate elements such as workflow efficiency, openness of graduate programs to innovation and improvement. How structured operations increase productivity and contribute to organizational goals determines the relationship between employee and organizational performance.

3. Procedure Variable

involves established operational actions, such as the institution's ability to achieve goals and accessibility of policy information. Following clear and consistent procedures reduces errors and increases employee efficiency.

4. Standard Operating Procedure Variable

evaluate compliance with standard operating procedures (SOPs), standardization of academic activities, and effectiveness of task execution. Performance is enhanced by effective SOPs, especially in terms of maintaining service quality and organized work processes.

5. Employee Performance Variable

evaluating service responsiveness, completion of tasks within time limits, and communication between employees. In conjunction with independent variables such as standards, operations, procedures, and standard procedures (SOPs), it helps achieve organizational goals through

increased work efficiency and productivity.

Data Analysis

This study uses descriptive quantitative data analysis techniques using *structural equation modeling* (SEM) - *partial least squares* (PLS) with the help of Smart PLS Tools version 4.0. This analysis technique is used to determine and measure the application between variables and the effect of independent variables on the dependent variable. *Structural equation modeling* (SEM) *partial least squares* (PLS) is used to analyze questionnaire data that will be distributed to research participants. Currently, the partial least squares method is increasingly popular in analytics.

RESULT AND DISCUSSION

Description of Respondent Characteristics

This study took a sample of 53 respondents who are employees of Bina Darma University. Based on the results of the questionnaire, 59% or 59 respondents were male while 41% or 49 respondents were female. With an average age of 20-25 years as many as 28% or 15 respondents, aged 25-30 years as many as 36% or 19 respondents, and others as many as 36% or 19 respondents. The questionnaire results show that 40% or 21 respondents have worked for 1-10 years, 36% percent or 19 respondents have worked for 11-20 years, and 24% or 13 respondents have worked for 21-30 years. All questionnaire results have been distributed and can be used as data in this study.

Description of Research Variables

Variable descriptions in statistical analysis are used to understand the characteristics of respondents, and to provide an overview of respondents based on the variables used in the survey. The response index for each statement in the questionnaire that has been filled out by respondents can be calculated and visualized to show the pattern or level of their agreement with these statements.

1. Analysis of Answer Indices on Standard Variables

In the Standard variable statement there are 4 statement items. The highest index value is in the first statement item (policies and procedures regarding education standards have been well socialized), namely 64% who responded "strongly agree" and the frequency of respondents' responses showed 34 respondents. Meanwhile, the lowest index value is also found in the first statement item (policies and procedures regarding education standards have been well socialized) which shows that there are 2% and 2 respondents who gave a "Neutral" response.

2. Analysis of Answer Indices on Operational Variables

In the Operational variable statement there are 4 statement items. The highest index value is found in the second statement item (Postgraduate Program is open to suggestions for innovation and improvement), namely 51% who responded "strongly agree" and the frequency of respondents' responses showed 27 respondents. Meanwhile, the lowest index value is also found in the second statement item (Postgraduate Program is open to suggestions for

innovation and improvement) which shows that there are 4% and 2 respondents who responded "Neutral".

3. Analysis of Answer Indices on Procedure Variables

In the Procedure variable statement there are 3 statement items. The highest index value is in the third statement item (Information about postgraduate program policies is easily accessible), namely 53% who responded "strongly agree" and the frequency of respondents' responses showed 28 respondents. Meanwhile, the lowest index value is in the second statement item (The postgraduate program is able to achieve the goals that have been set well) which shows that there are 4% and 2 respondents who gave a "Neutral" response.

4. Analysis of Answer Indices on Standard Operating Procedure Variables

In the Standard Operating Procedure variable statement there are 4 statement items. The highest index value is in the second statement item (This postgraduate program has clear guidelines in each of its operational procedures), namely 58% who responded "agree" and the frequency of respondents' responses showed 31 respondents. Meanwhile, the lowest index value is in the second statement item (Standardization of academic activities helps maintain service quality) which shows that there are 2% and 1 respondent who gave a "Neutral" response.

5. Analysis of Answer Indices on Employee Performance Variables

In the Employee Performance variable statement there are 5 statement items. The highest index value is in the first statement item (The postgraduate program is responsive in providing services to related parties), namely 62% who responded "agree" and the frequency of respondents' responses showed 33 respondents. As for the lowest index value, there are the second and fourth statement items (I feel that the postgraduate program is able to complete the task within the time limit set) and (Postgraduate program employees maintain good communication with colleagues and superiors) which shows that each of these variables there are 6% and 3 respondents who gave a "Neutral" response.

Research Results

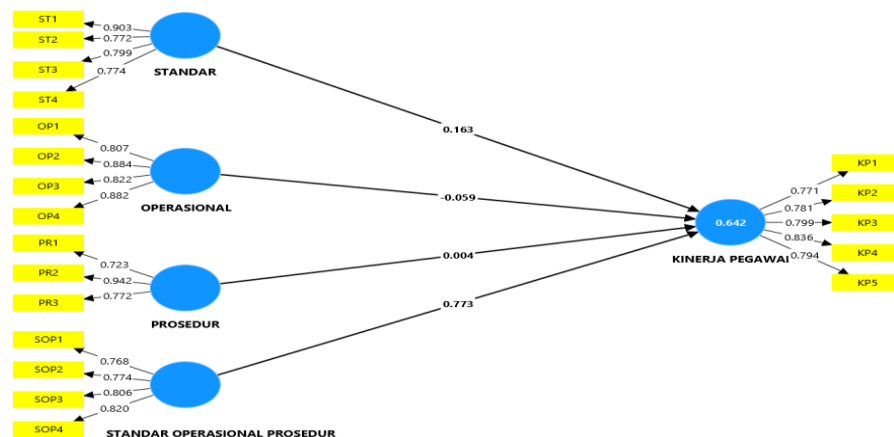
The first stage of testing is by testing validity and reliability and continuing with hypothesis testing. In this case the test was carried out using SmartPLS 4 software.

Data Quality Test

Measurement Model Validity Test (Outer Model)

To find out whether an indicator is correct or valid in measuring variables, it can be seen by using the convergent test. By knowing this by using the value of the Loading Factor, where if an indicator has a value of > 0.7 on the Loading Factor, the indicator has met Convergent Validity. Outer loadings output can be obtained from PLS 27 Algorithm Report Smart PLS.

Gambar 1 Outer Model



Source: Processed Data 2024 SmartPls 4.

Figure 1 shows the specification model between other variables and their respective indicators and the outer loading value. The following is the outer loading value of each research variable indicator:

Table 1 Outer Loading Factor Output PLS 4.0

	Employee Performance	Operational	Procedure	Standard	Standard Operating Procedure
KP1	0.771				
KP2	0.781				
KP3	0.799				
KP4	0.836				
KP5	0.794				
OP1		0.807			
OP2		0.884			
OP3		0.822			
OP4		0.882			
SOP1					0.768
SOP2					0.774
SOP3					0.806
SOP4					0.82
ST2				0.772	

Implementation of Standard Operating Procedures (Sop) on Improving Employee Performance at The Postgraduate Program of Bina Darma University

Annisa & Helmi

ST4	0.774
ST3	0.799
ST1	0.903
PR1	0.723
PR3	0.772
PR2	0.942

Source: Processed Data 2024 SmartPls 4.

Based on table 1, it shows that there is a loading factor that has a value above the critical point of 0.7, which means that the indicators are valid, so that after reducing the data in the research model table, a model is obtained that meets the valid criteria (loading factor > 0.7). Based on Table 1, the overall loading factor shows that the model has met the convergent validity requirements because the loading factor value is more than 0.7. So that each indicator or statement item is considered valid.

Discriminant Validity Test

The results of the discriminant validity test are used to determine how precise and accurate the variables used in the study are. To adjust the statement of variable indicators of Employee Performance, Satndar, Operational, Procedures, and Standard Operating Procedures. The SmartPls 4.0 results show the Fornell-Lacker Criterium and AVE results for each variable.

Table 2 Fornell-Lacker Criterium

	KP	OP	PR	SOP	ST
Employee Performance	0.797				
Operational	0.122	0.849			
Procedure	0.154	0.700	0.817		
Standard Operating Procedure	0.792	0.064	0.077	0.792	
Standard	0.225	0.797	0.814	0.138	0.814

Source: Processed Data 2024 SmartPls 4.

Table 2. above shows that the Fornell-Lacker value criteria which have a value of more than 0.60 are considered valid. For the Standard variable of 0.814, Operational of 0.849, Procedure of 0.817, Standard Operating Procedure of 0.792 and Employee Performance of 0.797.

Another way to see the value of discriminant validity is to examine the square root of the AVE value which is required to be 0.50. The AVE value for this study is as follows:

Table 3. AVE

	Average variance extracted (AVE)
Performance	0.634
Operational	0.722
Procedure	0.668
Standard Operating Procedure	0.628
Standard	0.663

Source: Processed Data 2024 SmartPls 4.

A valid AVE value must be > 0.50 . Based on Figure 2, it shows that the Standard Operating Procedure variable has the lowest AVE value of 0.628, while the Operational Variable has the highest AVE value of 0.722. Thus it can be said that all variables in this study have good validity constructs, as shown by the AVE value in Table 3. has a value > 0.50 . Thus, all instruments are said to be valid and reliable and can be continued in hypothesis testing.

Reliability Test

Reliability tests were carried out to obtain Composite Reliability and Alpha Cornbatch for each construct, as follows:

1. Composite Reability

Table 4. Composite Reability

	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee Performance	0.859	0.897
Operational	0.895	0.912
Procedure	1.308	0.856
Standard	0.960	0.887
Standard Operating Procedure	0.808	0.871

Source: Processed Data 2024 SmartPls 4.

The minimum value of Composite Reliability to be said to be reliable is 0.70. Table 4.9, shows that the Composite Reliability value for each variable is above 0.70, meaning that all variables have met the requirements or can be said to be reliable.

2. *Alpha Cornbatch*

Table 5. *Alpha Cornbatch*

	Cronbach's alpha
Employee Performance	0.856
Operational	0.873
Procedure	0.796
Standard	0.837
Standard Operating Procedure	0.802

Source: Processed Data 2024 SmartPls 4.

The value on *Alpha Cornbatch* must show more than 0.70. Based on table 4.10, it can be seen that all variables have an *Alpha Cornbatch* value above 0.70 which indicates that all variables have strong dependence. The Operational variable has the highest *Alpha Cornbatch* value of 0.873, while the Procedure variable has the lowest *Alpha Cornbatch* value of 0.796.

Inner Model Analysis

The structural model (*Inner Model*) is carried out to see how much the construct relationship is, the significance value of the *R-square* in a study.

Test

The *R-square* test is carried out to see the relationship between the independent variable and the dependent variable. The following are the results of the *Rsquare* test:

Table 6. R-square value

	R-square	Adjusted R-square
Employee Performance	0.642	0.613

Source: Processed Data 2024 SmartPls 4.

Table 6. shows that the *R-Square* value of Employee Performance is 0.642 from this value it can be concluded that the Employee Performance variable is able to explain or predict 64.2% of the Standard, Operational, Procedure and Standard Operating Procedure variables, while the remaining 35.8% is explained by other variables not used in this study.

Hypothesis Test

In hypothesis testing (bootstrapping) this will analyze whether the independent variable on the dependent variable has a significant effect. Hypothesis testing is done with the path coefficient which shows the parameter coefficient and the significant value of the t statistic. The hypothesis will be accepted if the t-statistic > 1.96 and P-Values < 0.05 (handayani et al., 2019).

Table 7. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Operational -> Employee Performance	-0.059	-0.011	0.147	0.403	0.343
Procedure -> Employee Performance	0.004	0.001	0.145	0.024	0.490
Standard -> Employee Performance	0.163	0.141	0.172	0.948	0.172
Standard Operating Procedure -> Employee Performance	0.773	0.757	0.069	11.182	0.000

Source: Processed Data 2024 SmartPls 4

Analysis Result

The following are the results of the analysis of the Dirrect Effect results in the table above can be concluded, as follows:

H1 : Standards do not have a significant effect on employee performance

Based on table 4.12, it can be seen that the relationship between the Standard Variable and Employee Performance shows a coefficient value of .163, a p-value of 0.172, greater than 0.05, and a statistical T value of 0.948, meaning above 1.96, thus it can be concluded that the Standard has no significant effect on employee performance.

H2 : Operations do not have a significant effect on employee performance

Based on table 4.12, it can be seen that the relationship between Operational Variables and Employee Performance shows a coefficient value of -0.059, a p-value of 0.343, greater than 0.05, and a statistical T value of 0.403, greater than 1.96, thus it can be concluded that Operations does not have a significant effect on employee performance.

H3 : Procedures do not have a significant effect on Employee Performance

Based on table 4.12, it can be seen that the relationship between the Procedure Variable and Employee Performance shows a coefficient value of .004, a p-value of 0.490, greater than 0.05, and a statistical T value of 0.020, greater than 1.96, thus it can be concluded that the Procedure has no significant effect on employee performance.

H4 : Standard Operating Procedures have a significant effect on employee performance

Based on table 4.12 above, it can be seen that the relationship between the Standard Operating Procedure (SOP) variable on Employee Performance shows a coefficient value of 0.773, a p-value of 0.000 is smaller than 0.05, and a statistical T value above 1.96 of 11.182, thus it can be concluded that the Standard Operating Procedure (SOP) has a significant effect on Employee Performance.

The Effect of Standards on Improving Employee Performance

The results of the first hypothesis test show that standards have no significant effect on employee performance. This is evidenced by the statistical T value of 0.948 which means above 1.96 and a p-value of 0.172 greater than 0.05, thus the hypothesis stating that standards have a significant effect on employee performance is rejected.

According to the research, standards should help employees understand organizational expectations and work more purposefully. However, the results of this study show that standards have no significant effect on employee performance. This is because standards in educational institutions, such as postgraduate programs, are often not fully relevant to daily operational needs. This is not in line with research conducted by (Wahongan et al., 2021) which shows that standards have a significant effect on employee performance in the health sector, This difference can be caused by the characteristics of the organization. Different organizations, where the education sector faces more complex issues in implementing standards.

These results show that poor socialization and evaluation of established policies are the main problems in implementing standards. Work standards that should be the main guideline for employees often only formal documents that are not effectively conveyed to all levels of the organization. Employees often do not fully understand the institution's work standards, especially those who work directly with student academic or administrative services. Higher education institutions must improve their services to compete globally in this modern era. This goal will be difficult to achieve without well-implemented standards. In addition, standards that are too rigid and irrelevant to operational needs often make employees feel burdened. As a result, even though standards have been set, employee performance does not show significant improvement.

Operational Influence on Performance Improvement

The results of the second hypothesis test show that operations have no significant effect on employee performance. This is evidenced by the statistical T value of 0.403 greater than 1.96 and a p-value of 0.490 greater than 0.05, thus the hypothesis stating that operations have a significant effect on employee performance is rejected.

The operations designed for this study may be less focused on individual employee development. According to previous research by (Azhari, 2023), good operational management can improve manufacturing performance. Postgraduate program operations are usually more collective and do not always have a direct impact on individual performance, so the impact is not significant compared to higher education. Research (Fikri & Rini, 2023) shows that operations affect employee performance in the halal industry, but operational factors are not significant in this study, which indicates that operations should be improved in higher education.

These results show that operational workflows are often done manually, which takes longer than an automated system. In the absence of a good support system, employees often have to do the same thing over and over again, such as filling in data or processing documents. In addition, the uneven distribution of tasks among employees is also a problem. While some employees are overworked, others are less involved in the operational process. This imbalance reduces work efficiency and lowers employee motivation and satisfaction. Educational institutions must have the ability to develop strategies that not only rely on their employees, but also support them with more efficient work systems to meet the need for more flexible and responsive operations.

The Effect of Procedures on Improving Employee Performance Employee Performance

The results of the third hypothesis test show that procedures have no significant effect on employee performance. This is evidenced by the statistical T value of 0.020 greater than 1.96 and a p-value of 0.490 greater than 0.05, thus the hypothesis stating that procedures have a significant effect on employee performance is rejected.

Procedures do not have a significant influence on employee performance, although procedures serve as a systematic guide to completing tasks (MAMBO, 2020). However, the findings of this study suggest that procedures in postgraduate programs may be too complex or inflexible, hindering employees rather than offering solutions. According to (Sazly & Permana, 2020) research, procedures that are too formal can reduce work efficiency and hinder the achievement of optimal performance.

Research conducted by (Eti Yuliana & Mahrizal Mahrizal, 2023) shows that procedures have a significant role in improving the work efficiency of employees in government and have a major impact on their performance. However, the different findings of this study suggest that educational contexts need to change procedures to make them more suitable and effective for employees.

These results show that Bina Darma University Postgraduate Program has work procedures that are too complicated and uncommunicative. Often administrative procedures consist of many stages that are not well integrated, making it difficult for employees to complete their work well. For example, the process of submitting documents or finalizing reports sometimes requires approval from several people, which causes the work process to take longer.

The Effect of Standard Operating Procedures on Improving Employee Performance

The results of the fourth hypothesis test show that Standard Operating Procedures have a significant effect on improving Employee Performance. This is evidenced by the statistical T value above 1.96 of 11.182, and the p-value of 0.000 is smaller than 0.05, thus the hypothesis stating that Standard Operating procedures have a significant effect on Employee Performance is accepted. This research is in line with research conducted by (Wahongan et al., 2021) which states that Standard Operating Procedures have a positive and significant effect on Employee Performance.

These results indicate that the implementation of Standard Operating Procedures (SOPs) that are well designed, effectively socialized, and consistently applied can significantly improve employee performance. Clear SOPs provide detailed work guidance to employees, minimize the risk of errors, ensure the efficiency of task execution, and create consistency in work quality. In practice

at Bina Darma University Postgraduate Program, the implementation of Standard Operating Procedures (SOPs) has significantly improved employee performance. For example, internal communication procedures, administrative document management, and Standard Operating Procedures (SOPs) related to academic services have helped employees perform their duties in a more organized and efficient manner. Employees have clear instructions on what to do, when to do it, and how to do it.

Limitations and Cautions

This study is limited to Bina Darma University employees. Therefore, the results are only applicable in this context and cannot be generalized to other educational institutions at the national or international level. In addition, this study only looks at how Standard Operating Procedures (SOPs), Standards, Operations, and Procedures, affect employee performance. Other factors, such as organizational culture, individual motivation, and leadership that can affect performance, were not addressed in this study.

Recommendations for Future Research

To achieve more general results, future research should involve other educational institutions or different organizational sectors. To gain a broader understanding of how employee performance is affected, researchers can consider additional factors such as organizational culture, leadership, and work motivation. To complement the quantitative data and provide a more in-depth analysis, it is recommended to use mixed methods, such as in-depth interviews or direct observation. To understand how organizational dynamics or policy changes affect the results, future research can be conducted at different time intervals.

CONCLUSION

The results of the analysis show that the performance of Bina Darma University Postgraduate Program employees is significantly influenced by the implementation of Standard Operating Procedures (SOPs) that are well designed and implemented. SOPs provide clear and structured work guidelines that minimize errors, ensure efficiency, and maintain consistency in task execution. This makes SOPs an important element in supporting employee productivity and work quality. On the other hand, Standards, Operations, and Procedures do not have a significant influence on employee performance. The lack of socialization of work standards makes employees less aware of the objectives and guidelines that have been set. In addition, the operational system that is still manual causes the work process to be slow and inefficient. Work procedures that are too complex and not integrated are also a major obstacle, making employees feel burdened and difficult to complete work optimally. Based on the results of the research and discussion, it can be concluded that: This study found that standard operating procedures (SOPs) have a significant impact on employee performance. Other variables, such as procedures, standards, or operations, do not have a significant impact on employee performance. The results show that SOPs serve as a structure that ensures that the work of employees at Bina Darma University Postgraduate Program is consistent, efficient, and effective.

Advice

Based on the results of the research and discussion, the authors are able to provide the following suggestions:

1. Improved Understanding and Compliance with SOP

Organizations need to conduct more intensive socialization of SOPs using relevant approaches, such as simulation-based training or the use of digital platforms. This step can help employees understand the importance of SOPs in supporting their performance.

2. Employee Involvement in SOP Development and Evaluation

Involving employees in the development and evaluation of SOPs will increase their relevance and acceptance. Thus, employees feel that they have a vested interest in the procedures that they execute, resulting in more consistent implementation.

3. SOP Monitoring and Enforcement

A structured monitoring mechanism is needed to ensure that SOPs are properly implemented. In addition, organizations need to provide feedback channels that allow employees to transparently report obstacles in the implementation of SOP.

4. Revision and Simplification of Procedures

Overly complex procedures need to be simplified to ensure more efficient implementation. These simplifications should be tailored to the actual conditions and resources of the organization to make them easier for employees to adopt.

Acknowledgments

The authors would like to express their deepest gratitude to everyone who has helped in this research process. The authors are also grateful to Bina Darma University for providing facilities and academic guidance; respondents who have taken the time to participate; and field and technical supervisors who have provided valuable guidance and advice. The authors would also like to thank family and friends for their constant prayers, inspiration, and help. All the support and contributions you have made are essential for the purpose of completing this study.

REFERENCE

- Alqarni, W., Farnanda, F., & Hamzali, S. (2020). Peran Pemerintah Aceh Dalam Mendukung Standarisasi Kopi Menurut Konsep Value Chain Governance. *Journal of Governance and Social Policy*, 1(2), 150–163. <https://doi.org/10.24815/gaspol.v1i2.19039>
- Alysia, S., & Nawawi, M. T. (2023). Pengaruh Gaya Kepemimpinan, Disiplin Kerja, dan Penerapan SOP terhadap Kinerja Karyawan pada PT Victoria Care Indonesia Tbk. *Jurnal Manajerial Dan Kewirausahaan*, 5(1), 212–219. <https://doi.org/10.24912/jmk.v5i1.22569>
- Arief, R., & Sunaryo. (2020). Pengaruh Penerapan Standar Operasional Prosedur (Sop), Gaya Kepemimpinan, Dan Audit Internal Terhadap Kinerja Karyawan (Studi Kasus Pada Pt. Mega Pesanggrahan Indah). *Jurnal Ekonomika Dan Manajemen*, 9(2), 125–143.

- Azhari, A. (2023). Pengaruh Standar Operasional Prosedur (Sop), Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jubisma*, 5(2), 1–6. <https://doi.org/10.58217/jubisma.v5i2.110>
- Basyirah, L. S. (2022). *PERAN SOP (STANDAR OPERASIONAL PROSEDUR) TERHADAP KINERJA KARYAWAN PDAM TIRTA BENGI BENER MERLAH KABUPATEN BENER MERLAH* (Vol. 469, Issue 3, pp. 319–323). <https://doi.org/10.7868/s0869565216210155>
- Chris Taasiringan, W., Lengkong, V. P. K., & Lumantow, R. Y. (2024). Pengaruh Standar Operasional Prosedur (SOP), Disiplin Kerja, dan Fasilitas Terhadap Kinerja Pegawai di Dinas Pendidikan Daerah Provinsi Sulawesi Utara. *Jurnal EMBA*, 12(01), 510–520.
- Deni, M., Afini, V., Pratisila, M., & Permana, K. W. A. (2023). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Pada Fakultas Ilmu Komputer Universitas Sriwijaya. *Muhammad Deni, Vivin Afini, Marita Pratisila, Kemas Welly Angga Permana*, 6(2), 1–17.
- Eti Yuliana, & Mahrizal Mahrizal. (2023). Pengaruh Standar Operasional Prosedur terhadap Kinerja Pegawai pada BPKD Aceh Barat. *Jurnal Manajemen Dan Ekonomi Kreatif*, 2(1), 01–12. <https://doi.org/10.59024/jumek.v2i1.273>
- Fikri, M. A., & Rini, P. L. (2023). Manajemen Rantai Pasokan Hijau dan Kinerja Bisnis: Peran Kinerja Operasional Pada Sektor Industri Produk Halal. *Jurnal Ilmiah Ekonomi Islam*, 9(01), 358–370.
- handayani, T., Handayani, I., & Ikasari, I. H. (2019). Buku Statistika Dasar. *Angewandte Chemie International Edition*, 6(11), 5–24, 951–952.
- Irawan, R. (2020). *ANALISA PROSEDUR ADMINISTRASI PENGADAAN BARANG PADA PT HELIX SUKSES MAKMUR TANGERANG* (Vol. 2507, Issue February, pp. 1–9).
- MAMBO, S. R. A. L. R. (2020). *PENGARUH KESEJAHTERAAN TERHADAP KINERJA PEGAWAI DI INSPEKTORAT DAERAH KABUPATEN BOLAANG MONGONDOW* (Vol. 1, p. 6).
- Mariani. (2022). Manajemen operasional pada proses produksi perusahaan. *Jurnal Ekonomi Dan Manajemen*, 2(1), 14. <https://doi.org/https://journal.amikveteran.ac.id/index.php/optimal/article/download/1362/1195/4941>
- Maudy, I., Saroh, S., & Zunaida, D. (2021). Pengaruh SOP (Standar Operasional Prosedur) dan Penghargaan (Reward) Terhadap Kinerja Karyawan. *Jurnal JLAGABI*, 10(2), 325–333.
- Nasution, H. M. S. S. I. H. (2019). *Pengaruh Remunerasi, Motivasi dan Kepuasan Kerja Terhadap Kinerja Pegawai Universitas Islam Negeri Sumatera Utara Medan. IV.*

- Nurhaliza, M., & Winarno, S. H. (2023). Pengaruh Standard Operating Procedure (SOP) dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Perusahaan Expedisi. *Jurnal Administrasi Bisnis*, 3(2), 47–57.
- Pramesti, A., Novitasari, C., & Oktaviani, D. (2023). Penerapan Manajemen Operasional Di Era Digital Dan Perkembangan E – Commerce. *Economics Business Finance and Entrepreneurship*, 88–97.
- Purnomo, M. W. (2022). Pengaruh Kualitas Layanan Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Bnn Kabupaten Lampung Selatan. *Jurnal Mitra Manajemen*, 6(2), 69–82. <https://doi.org/10.52160/ejmm.v6i2.583>
- Rahman, A., & Fadillah Nur, D. D. (2023). Pengembangan Standar Operasional Prosedur Pada Bidang Pembinaan Pemerintahan Desa Kabupaten Takalar. *ADMIT: Jurnal Administrasi Terapan*, 1(1), 136–154. <https://doi.org/10.33509/admit.v1i1.2035>
- Ramadan, Z. H. (2023). Standarisasi Kualitas Riset di Sekolah Dasar. *Journal on Education*, 5(2), 1932–1939. <https://doi.org/10.31004/joe.v5i2.834>
- Sakdiah, H., & Syahrani. (2022). Pengembangan Standar Isi dan Standar Proses Dalam Pendidikan Guna Meningkatkan Mutu Pembelajaran di Sekolah. *Cross-Border*, 5(1), 622–632.
- Sari, P., & Sazly, S. (2021). Prosedur Pelayanan Perpanjangan IPTM Pada Sudin Pertamanan Dan Hutan Kota TPU Tegal Alur Unit Kristen Jakarta Barat. *Jurnal Administrasi Bisnis*, 1(2), 103–111. <https://doi.org/10.31294/jab.v1i2.844>
- Sazly, S., & Permana, D. (2020). Pengaruh lingkungan kerja terhadap kinerja pegawai pada Kantor Kecamatan Teluknaga Kabupaten Tangerang. *Jurnal Perspektif*, 18(2), 209–217.
- Simbolon, A. S., Padliansyah, R., & Karunia, E. (2021). Dampak Praktik Manajemen Sumber Daya Manusia pada Kinerja Perguruan Tinggi di Kalimantan. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 5(1), 69–78. <https://doi.org/10.31294/jeco.v5i1.9524>
- Sugiyono. (2019). Metode Penelitian Kuantitatif Kualitatif dan R&D. *Alfabeta, Bandung*.
- Tambunan, T. S. (2020). Pengaruh Perilaku Konsumen terhadap Keputusan Pemilihan Penggunaan KWH Meter Listrik Pascabayar dan Prabayar pada PT PLN (Persero) Ranting Pancur Batu. *Jurnal Nasional Manajemen Pemasaran & SDM*, 1(2), 66–83. <https://doi.org/10.47747/jnmpsdm.v1i2.124>
- Wahongan, E. P. T., Dotulong, L. O. H., & Saerang, R. (2021). Pengaruh Standar Operasional Prosedur (SOP), Fasilitas, dan Disiplin Kerja terhadap Kinerja Pegawai di RSUD Noongan. *Jurnal EMBA (Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi)*, 9(3), 41–51.
- Waris, A., Idris, M., & Hidayat, M. (2020). Analisis Pengaruh Penerapan Sistem Informasi Manajemen Dan Standar Operasional Prosedur Terhadap Kinerja Pegawai Pada Dinas Pemberdayaan Masyarakat Desa Kabupaten Majene. *AkMen JURNAL ILMIAH*, 17(3), 438–449. <https://doi.org/10.37476/akmen.v17i3.939>

- Wawolangi, J. A., & Permatasari, A. (2021). Penerapan Standar Operasional Prosedur Pada Klinik Utama Vincentius Kristus Raja Surabaya. *BIP's JURNAL BISNIS PERSPEKTIF*, 13(2), 146–155. <https://doi.org/10.37477/bip.v13i2.220>
- Zia, A., Tinggi Ilmu Ekonomi Indonesia Jakarta Jl Kayu Jati, S., & Rawamangun, A. (2021). Jurnal Manajemen STEI Analisis Pengaruh Standar Operasional Prosedur, Teknologi Informasi dan Pengawasan terhadap Kinerja Karyawan. *BPJP Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta*, 04(01).