

## The Relationship Between Standard Operating Procedures and Work Environment on Employee Performance in Service Companies

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### Abstrak

Penelitian ini menyelidiki dampak penerapan Standar Operasional Prosedur (SOP) dan kualitas lingkungan kerja terhadap kinerja karyawan dengan menggunakan pendekatan kuantitatif. Dalam lanskap bisnis yang kompetitif saat ini, mengoptimalkan kinerja karyawan sangatlah penting, dan penelitian ini bertujuan untuk mengidentifikasi faktor-faktor utama yang berkontribusi terhadap peningkatan kinerja. Survei terstruktur dilakukan terhadap karyawan di berbagai sektor, dan datanya dianalisis menggunakan metode statistik untuk menentukan hubungan antar variabel. Temuan ini menunjukkan adanya korelasi positif yang signifikan antara penerapan SOP yang ketat dan peningkatan kinerja karyawan. Selain itu, kualitas lingkungan kerja terbukti memainkan peran penting dalam memoderasi hubungan ini, yang menunjukkan bahwa lingkungan kerja yang mendukung dan terpelihara dengan baik akan meningkatkan efektivitas SOP. Studi ini memberikan bukti empiris bahwa SOP dan kualitas lingkungan kerja merupakan bagian integral dalam meningkatkan kinerja karyawan. Hasil-hasil ini menggarisbawahi pentingnya prosedur yang terdefinisi dengan baik dan lingkungan kerja yang kondusif dalam strategi organisasi yang bertujuan untuk meningkatkan produktivitas tenaga kerja. Rekomendasi bagi para manajer mencakup memastikan penerapan SOP secara konsisten dan berinvestasi dalam menciptakan lingkungan kerja yang positif untuk mendorong hasil kinerja yang lebih baik.

**Kata kunci:** *Kinerja Pegawai, Kualitas Lingkungan Kerja, Standar Operasional Prosedur*

### Abstract

This study investigates the impact of the implementation of Standard Operating Procedures (SOPs) and the quality of the work environment on employee performance using a quantitative approach. In today's competitive business landscape, optimizing employee performance is crucial, and this research aims to identify key factors contributing to performance enhancement. A structured survey was administered to employees across various sectors, and the data were analyzed using statistical methods to determine the relationships between the variables. The findings reveal a significant positive correlation between the rigorous implementation of SOPs and improved employee performance. Additionally, the quality of the work environment was found to play a critical role in moderating this relationship, suggesting that a supportive and well-maintained work environment enhances the effectiveness of SOPs. The study provides empirical evidence that both SOPs and work environment quality are integral to boosting employee performance. These results underscore the importance of well-defined procedures and a conducive work environment in organizational strategies aimed at improving workforce productivity. Recommendations for managers include ensuring consistent application of SOPs and investing in creating a positive work environment to foster better performance outcomes.

**Keywords :** *Employee Performance, Standard Operating Procedures, Quality of Work Environment*

## INTRODUCTION

Considering the speed of change in this era of globalization, goods delivery services are usually needed by many people. Delivery services are an element that cannot be separated from starting a business in the era of digitalization. because many people are increasingly using social media to do business and shop online (Wirawan, M., & Putri, C., 2023). People no longer have difficulty transporting goods everywhere due to increasing demand and advances in technology today because there are several goods delivery service companies in Indonesia that offer services and products with various features. Standard operating procedures (SOPs), which are a way of accepting responsibility for services provided to clients to avoid employee negligence or error, are necessary as a result of some of these issues (Kelly, F. E. et al, 2023).

To achieve the goals set in the vision and mission, the company must be able to manage resources and improve employee performance in addition to operational factors (Budur, T. et al, 2024). Human resources (HR) are a very important factor in determining organizational growth because human resources (HR) are resources in the form of people employed by the company, especially as movers, thinkers and planners who determine the success or failure of the company. Additionally, factors related to the workplace environment have a major impact on employee work outcomes (Rožman, M. et al, 2023). It makes sense that a pleasant work environment can have a good impact on productivity levels considering the physical and mental condition of employees in carrying out their responsibilities.

For people to work well without being directed, the workplace must be supportive, so that workers can do their jobs effectively and cheerfully. Employees will feel comfortable in carrying out their duties and provide the best results if the work environment is acceptable and pleasant. Otherwise, a bad work atmosphere will have a negative impact on employee productivity and performance (Sutaguna, I. N. T. et al, 2023). Businesses must now support exceptional employee performance if they are to thrive. Companies must improve employee performance in their function as providers of goods delivery services. This is because performance that is not met will seriously disrupt the cooperation standards that have been set between the company and its business partners.

To better adapt and meet the demands of the organizational environment and increase employee productivity, one of the activities is employee development. All companies and organizations that employ people strive to provide high-quality work because it has the potential to increase overall productivity (Kilag, O. K. T. et al, 2023) Companies will adopt various actions to achieve goals in an effort to improve employee performance. Employees are an important asset in helping an organization realize its vision and achieve its goals. The purpose of this research is to find out whether standard operating procedures (SOP) and the work environment have a good influence on employee performance simultaneously.

The standard operating procedure (SOP) of an institution, (institution), or agency is a work procedure that is made in detail and in detail so that all employees can carry out their work as well as possible in accordance with the vision, mission and goals of the institution. (Matippanna, 2022). Meanwhile, the detailed definition of standard operating procedure (SOP) is according to (Son, 2020): (1) standard, are written descriptions of laws, regulations, and technicalities that are always followed to ensure that business operations run as planned. However, a policy is a set of rules and regulations that are considered as a way to promote projects and goals, (2) operational, are the implementation of certain processes. On the other hand, a process is a group of actions that occur and convert inputs into outputs, (3) procedure, are methods or strategies for completing any task.

The standard operating procedure (SOP) indicators are as follows(Nur'aini, 2019): (1) efficient, is viewed as an element of accuracy and includes a number of interconnected factors that work together to create a program that achieves the required goals and objectives, (2) consistent, a repeatable value that can be calculated precisely can be considered a benchmark or consistency, (3) minimize errors, mistakes in work-related areas can be prevented by minimizing them, (4) problem solving, inform about any problems that

may arise while performing tasks, (5) work procedures, each represents a different strategy to protect each asset from potential liabilities and other risks, (6) work map or series of operational activities

The work plan (or sequence of operational actions) is prepared with each party's ideas in mind as a clear bias in order to move quickly as things progress. Every organization must have standard operating procedures (SOP) because they can be used as a guide to avoid employee errors or negligence. The main advantage of SOP is that it makes it easier for staff members to carry out their duties. There are several other benefits of SOP (Nur'aini, 2019), including: clarity of procedures, standardization of activities, makes evaluation easier, maintaining quality, and increase employee independence. Performance metrics, product metrics, and overall process metrics that are consistent in terms of convenience, service, and organization will be highlighted in a strong SOP implementation. The management of any organization will lose competitiveness without consistent rules. Standard operating procedures ensure that all operations are carried out in an orderly and risk-free manner (Arief & Sunaryo, 2020).

Employee performance is maximized in a safe work environment. Physical and intangible workplace factors, such as providing employees with a friendly and safe environment, maintaining a tidy workplace, and increasing morale, play an important role in improving employee performance (Alshuqairat, E. A. et al, 2023). Work productivity will increase if the physical and non-physical elements in the workplace are adequate. The work environment is one of several elements that can influence employee performance (Javaid, Z. K. et al, 2023). The workplace has a huge impact on employee productivity. A company's success can be determined by how well the company can design a productive workplace. Inappropriate working conditions can result in loss of motivation or even morale, which can reduce employee productivity. (Susanti & Mardika, 2021).

The environment a person works in has a huge impact on how well they can do their job. Some elements impact the workplace as a whole (Panjaitan, 2018), as follows: (1) employee relations, employee relations include two, namely individual and group, (2) working environment noise level, lack of unease in the workplace is an unfavorable environment, (3) work regulations, the environment in which a person works has a significant impact on his or her capacity to fulfill his or her job obligations. Several elements impact the workplace as a whole, (4) lighting, includes both conventional electric lighting and solar illumination, (5) ventilation, necessary due to air movement, air circulation, or air changes, (6) security, employee self-confidence can be enhanced by a safe work environment, which can increase joy and success.

Workplace infrastructure and facilities can help staff members complete their assigned responsibilities. Environmental indicators in the workplace (Iqram & Rizal, 2019): coloring, lighting, air exchange, security, noise. The ability to increase productivity is one of the benefits of having a supportive work environment. Working with motivated colleagues also has the added benefit of enabling timely completion of tasks. Within the specified time and according to the established standards, the work will be completed. There will be big people watching, so there is no need for much monitoring. It is true that how much work an employee does is greatly influenced by the environment in the office. Workers are more likely to complete tasks if everything is calm. They are more likely to make mistakes when things get heated.

Every organization receives training to meet specific goals. Goals must have support and participation from people or employees in order to be achieved; Goals cannot be achieved by the founder or leader of the organization alone (Wahyuni, W., Ramli, R., & Mawardi, W., 2023). All businesses and organizations that employ people strive to provide quality work because quality work has the potential to increase the total productivity of the organization. Employee productivity is the end result of the work done by an employee to meet expectations and cut costs. Employee performance is proof that a particular company can increase productivity while achieving its organizational goals and reaping financial

benefits, according to the conclusions of various studies conducted by the group. (Susanti & Mardika, 2021).

Employee performance (performance) is the work result that can be achieved by a person or group of people within a certain period of time in a particular organization, in accordance with morals and ethics, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics, and with the support of all parties (Sutaguna, I. N. T., et al, 2023). Employee performance indicators (Harwindito & Khairulizza, 2021), such as: (1) quantity, displays a large number of quantitative outputs that have been produced by each employee, (2) quality, shows the mass or numerical value derived from the output quantity, (3) creativity, the large number of ideas expressed by employees will limit creativity, and (4) loyalty from specific sources including: always complete the tasks given, even if the tasks are a bit difficult, help co-workers when your own work is finished, and undeterred by outside claims that they will erode company loyalty.

Employee performance is defined as the extent to which a worker can carry out and manage certain plans, projects or tasks in order to fulfill the organization's goals, objectives, vision or mission (Novrianti & Jumaren, 2019). If an employee does well, the company will perform equally well, and conversely if an employee performs poorly, the company will perform poorly too. Several elements, especially the following, can have an impact on employee performance (Daengs, 2022): (1) internal factors, focuses on the employee's personal characteristics. examples are loyalty, reliability, communication skills, and leadership skills, (2) external factors, focuses on factors outside the employee. External factors are divided into two: social and organizational factors, which include policies, type of training and experience, wage system and social environment and physical and work factors, including work methods, settings and conditions, work equipment, work space arrangements, noise, lighting and temperature.

There are benefits that the company will get if it has employees who performance is good (Jufrizen, 2021): (1) performance improvement, in the form of activities to improve employee performance, (2) placement satisfaction, assists in promotions, transfers and general demotions, (3) as an improvement, (4) as employee training and development, (5) human resources feedback, good or bad performance throughout the company identifies how well its human resources function, (6) knowing the level of achievement of an agency's results.

One step to maintain or improve employee performance, companies must improve employee work systems to produce better performance. Research limitations for implementing the influence of standard operating procedures (SOP) and work environment on employee performance are as follows: (1) there are limited problems with research time and capabilities, (2) it is possible that the research results were not as accurate as they should have been due to respondents' weaknesses in understanding the questions asked of them and in handling interrogations, (3) further research is needed to analyze the effects of other elements that have not been included, because this research only considers the effects of several SOP and work environment factors on employee performance, and (4) the statements made depend solely on a thorough analysis of the available evidence.

## **METHOD**

Quantitative statistical methods that analyze phenomena using numerical data to provide more precise data. with three factors: employee performance, work environment, and standard operating procedures (SOP). Using a saturated sampling strategy, which involves taking samples from the entire population (Saputra et al.). The number of samples used is 100 employee, Test the technical aspects of data analysis tools, descriptive analysis, classic assumption tests, multiple linear regression analysis, coefficient of determination tests, and hypotheses.

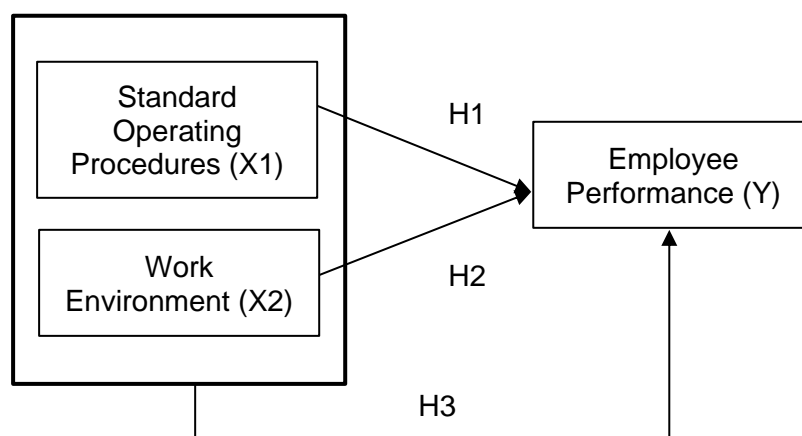
Standard operating procedures (SOP) and work environment are two independent factors in the structure of this research, while employee performance is one dependent

variable. Because there are three variables in this research - standard operating procedures (SOP) (X1), work environment (X2), and employee performance (Y), the hypothesis is also provided as a theoretical answer to the formulation of research questions. to develop hypotheses in this research are as follows:

H1: Standard operating procedures (SOP) have a significant positive influence on employee performance.

H2: The work environment has a significant positive influence on employee performance.

H3: Standard operating procedures (SOP) and the collaborative work environment (simulation) have a significant positive effect on employee performance.



**Figure 1. Conceptual Framework**

## RESULT AND DISCUSSION

### Characteristics of Respondents

There are 45 men and 55 women listed in the description of respondent characteristics for company gender. The largest group of respondents, namely 50 employees, had a final education level of Bachelor's degree. Additionally, 48 employees were among the respondents with the largest proportion aged 31 to 40 years.

### Validity Test

Validity test results show that a particular measuring instrument provides accurate results when used properly. A statement-based research instrument is said to be valid if the calculated  $r$  exceeds the  $r$  table or if the significance probability value ( $p$ ) is less than 0.05. The findings from this table are calculated based on the number of respondents, and there are approximately 100 respondents. The reliability of statement items in the survey is based on the reliability of Pearson products at the time of decision making. To compare the calculated  $r$  value with the table  $r$ , do the following (Janna & Herianto, 2021): if the calculated  $r$  value  $> r$  table is declared valid, and if the calculated  $r$  value  $< r$  the table is declared invalid.

You can also look at the significance value ( $sig$ ). If the significant value ( $sig$ ) is smaller than  $<0.05$ , it is declared valid and if the significant value ( $sig$ ) is greater than  $>0.05$ , it is declared invalid. For question items from the standard operating procedure (SOP), it shows that the calculated  $r$  is greater than the  $r$  table (0.1966), it can be concluded that all indicators are valid.

**Table 1. Standard Operating Procedure Validity Test**

Question Items	r count	r table	Sig	Information
X1.1	0.639	0.1966	0,000	valid
X1.2	0.389	0.1966	0,000	valid
X1.3	0.785	0.1966	0,000	valid
X1.4	0.767	0.1966	0,000	valid
X1.5	0.784	0.1966	0,000	valid
X1.6	0.747	0.1966	0,000	valid

Source: data processed (2024)

For the question item from the work environment, it shows that the calculated  $r$  is greater than the  $r$  table (0.1966), it can be concluded that all indicators are valid.

**Table 2. Work Environment Validity Test**

Question Items	r count	r table	Sig	Information
X2.1	0.601	0.1966	0,000	valid
X2.2	0.753	0.1966	0,000	valid
X2.3	0.724	0.1966	0,000	valid
X2.4	0.796	0.1966	0,000	valid
X2.5	0.774	0.1966	0,000	valid

Source: data processed (2024)

For the question item regarding employee performance, it shows that the calculated  $r$  is greater than the  $r$  table (0.1966), it can be concluded that all indicators are valid.

**Table 3. Employee Performance Validity Test**

Question Items	r count	r table	Sig	Information
Y1.1	0.745	0.1966	0,000	valid
Y1.2	0.258	0.1966	0,000	valid
Y1.3	0.639	0.1966	0,000	valid
Y1.4	0.786	0.1966	0,000	valid

Source: data processed (2024)

The variables employee performance (Y), work environment (X2), and standard operating procedures (X1) have a calculated  $r$  value greater than 0.1966 and a significant value greater than 0.05. The questionnaire can be used as a whole to collect data because all statement questions for each research variable are declared valid.

### Reliability Test

According to Latan and Ghazali (Rifkhan, 2023), a variable is said to be reliable if it has a Cronbach's Alpha  $> 0.60$ .

**Table 4. Cronbach Alpha Range Scale**

Alpha	Reliability Level
0.00-0.20	Less reliable
0.21-0.40	Somewhat reliable
0.41-0.60	Quite reliable
0.61-0.80	<i>Reliable</i>
0.81-1.00	Very reliable

For the reliability test, it shows that the Cronbach's Alpha value is  $> 0.60$ , so the data is said to be reliable. So it can be concluded that all the statement items in the variables standard operating procedures (X1), work environment (X2), and employee performance (Y) are stated to be entirely reliable or reliable (table 5).

**Table 5. Reliability Test**

Items	Cronbach's Alpha if Item Deleted	Reliable Decisions	Information
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Standard Operating Procedures (SOP)	0.859	0.60	Very Reliable
Work environment	0.860	0.60	Very Reliable
Employee performance	0.865	0.60	Very Reliable

Source: Data processed (2024)

### Normality test

To choose between parametric and non-parametric statistical tests, perform a normality test. By using KS (Kolmogorov Smirnov) data which shows the asymp value. Sig (2-tailed), greater than 0.05, namely 0.70 (Andriani et al., 2019).

**Table 6. Normality test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		100
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.22174826
Most Extreme Differences	Absolute	.085
	Positive	.071
	Negative	-.085
Statistical Tests		.085
Asymp. Sig. (2-tailed)		.070c

Source: data processed (2024)

The research results show that all data is normally distributed, and meets the requirements for subsequent measurements.

### Hypothesis Test

According to Ghozali (2012), the relevance of independent factors in characterizing the dependent variable can be demonstrated using T-statistics. The level of statistical significance used in this analysis is 5% (or 0.05). Hypotheses are evaluated using criteria to determine whether the hypothesis is accepted or not. (Toharudin et al., 2022):

1. If  $t \text{ count} > t \text{ table}$  then  $H_0$  is rejected and  $H_1$  is accepted. So there is a significant influence of the independent variables.
2. If  $t \text{ count} < t \text{ table}$  then  $H_0$  is accepted and  $H_1$  is rejected. So there is no significant influence from the independent variables.

For the t test, based on the significance level, it shows that standard operating procedures (SOP) and the work environment have an influence on employee performance.

**Table 7. Partial Test (t)**

Variable	t	Sig.	Result
Standard Operating Procedures ==> Employee Performance	5,585	,000	H1 Accepted
Work environment ==> Employee Performance	3,652	,000	H2 Accepted

Source: data processed (2024)

Ghozali (2012) states that the F test tests whether the regression model is able to accurately describe the relationship between the independent and dependent variables. Evaluation of the simultaneous hypothesis F includes (Toharudin et al., 2022):

1. If the significance number  $\alpha \leq 0.05$  then the relationship between the independent variable and the dependent is significant and the research model is accepted

2. If the significant number  $\alpha > 0.05$  then the relationship between the independent variable and the dependent variable is not significant and the research model is rejected.

In the F-statistics test, it was found that standard operating procedures (SOP) and the work environment had a positive effect together (simultaneously) on employee performance (H3 accepted).

**Table 8. Simultaneous Test (F)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156,976	2	78,488	51,520	,000
	Residual	147,774	97	1,523		
	Total	304,750	99			

Source: data processed (2024)

### Determination ( $R^2$ )

Assuming that almost all independent variables provide sufficient data to make reliable predictions about the future behavior of the dependent variable and vice versa, it can be concluded that they have a greater influence on the dependent variable considering that the value of the coefficient of determination (Adjusted  $R^2$ ) is close to 1 (Wahyuni, 2020).

Standard operating procedures (SOP) and the work environment have a significant influence on employee performance, as indicated by the  $R^2$  (Adjusted R Square) determination value of 0.816 or 81.6% of the employee performance variable. Meanwhile, 18.4% is the result of variables that were not researched or not mentioned, other elements.

**Table 9. Correlation Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903a	,816	,812	.60480

Source: data processed (2024)

This test is used to assess how a combination of factors influences the third factor. The input for multiple linear regression analysis must be reliable, valid, or normal and linear. To show a significant relationship between X1 and The correlation coefficient of the R value of 0.903 indicates a substantial relationship; values close to 1 indicate perfect correlation.

The correlation coefficient R value of 0.903 shows a significant association between standard operating procedures (SOP) (X1), work environment (X2), and employee performance (Y). A value close to 1 indicates perfect correlation. Thus the combined impact of the independent and dependent variables is R squared = 0.816, or 81.6%.

**Table 10. Regression Analysis**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156,976	2	78,488	51,520	,000b
	Residual	147,774	97	1,523		
	Total	304,750	99			

Source: data processed (2024)

The resulting F value is 51.520 at a significance level of 0.05. Once the relationship between X1 (standard operating procedure) and X2 (work environment) has been established, the regression model can be used to predict Y (employee performance). The Constant (a) value is 5.387 as the X1 and X2 values (b/regression coefficient) are 0.313 and 0.243 so that the regression equation can be written:

$$Y = 5.387 + 0.313X_1 + 0.243X_2 \dots\dots\dots(1)$$

5.387 is a constant work variable. Every 1% increase in the SOP value results in a 0.313% increase in the regression coefficient X1. According to the regression coefficient X2, the work environment value is 0.243 for each percentage point added to it. We can conclude from the positive regression coefficient that X1 and X2 have a good influence on Y.

**Table 11. Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5,387	1,267	
1 <i>Standard operating procedures</i>	,313	,056	,485
Work environment	,243	,066	,317

Source: data processed (2024)

Regression models can be used to predict how variables representing standard operating procedures and work environment (X) will affect employee performance (Y).

This research supports the idea that a supportive work environment and standard operating procedures improve employee performance. Because standard operating procedures are supported by impeccable facilities and positive working relationships among coworkers, employees who feel comfortable in the workplace will perform to the best of their ability and comply with business directives. By optimizing responsible behavior according to standard operating procedures and work environment variables, one can improve employee performance.

Previous research conducted by (Harwindito & Khairulizza, 2021) showed that standard operating procedure variables significantly and positively influenced employee performance. This is in line with the results of this research. Other research also states that the impact of the workplace environment greatly influences employee work productivity (Panjaitan, 2018). This shows that comfort at work is the main factor in increasing employee productivity, which is of course in line with this research. Research (Arief & Sunaryo, 2020) stated the findings that standard operating procedures (SOP) have an influence on staff performance both individually and together with two other variables, as well as leadership style and internal auditors.

Employee performance and standard operating procedures have a good and significant impact. In a business, soup is necessary. Business performance will improve the more standard operating procedures are followed when performing tasks. Employee performance criteria will not be met as a result of the employee not understanding the relevant standard operating procedures. Future business activities will be affected if this happens. Corporations have made efforts to delegate work to each employee and reaffirm the hierarchy of authority. So that the sanctions given can have a deterrent effect on employees, corporations must carry out objective assessments and take corrective steps related to standard operating procedures because the process is not yet ideal.

Employee performance and the workplace have a good and important impact. A workplace that can provide happiness and satisfaction for its employees. Employees will make the best use of their time in this situation to benefit the business. Employee working conditions can be better adapted by replacing outdated facilities, promising security, and offering effective document storage.

## SIMPULAN

The aim of this research is to find out how the work environment and standard operating procedures (SOP) influence employee performance at expedition companies that provide goods delivery services. A total of 100 employees were respondents. Standard

operating procedures (SOP) and the work environment have a fairly large positive impact on employee performance, based on data collection and analysis using hypothesis testing.

Standard Operating Procedures (SOP) have a significant influence on employee performance, according to calculations in the t test, where the sig value of the (partial) influence of X1 on Y is  $0.000 < 0.05$ . The work environment also has a significant influence on employee performance, according to the calculations in the F test, where the sig value is  $0.000 - 0.05$  and the calculated t value is  $3.652 > t \text{ table } 1.98472$ . Therefore, based on the results of these calculation findings, it is hypothesized that H1 and H2 (simulation) together have quite a large influence on performance.

Based on the results of the R<sup>2</sup> coefficient of determination test, the Adjusted R Square value was 0.816 or 81.6%, which shows that the standard operating procedures (SOP) of PT Nusantara Card Semseta (NCS) Jakarta (X1) and the work environment (X2) have an effect of 81.6 % of employee performance (Y).

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